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You Are Being Recorded:
Failed Service Encounters and Consumer Revenge in the Airline Industry

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ABSTRACT:

The rapid growth of social media and online content-sharing platforms has shifted the scope of the traditional service encounter to also include the digital experience. These platforms have empowered consumers over service companies, and have allowed them to take action against companies whom they perceive to have failed at service delivery. The airline industry, in particular, has become a favorite target for consumer activists, as seen by the vast range of social media posts depicting ‘failed’ service encounters at the airport and on aircraft.

This thesis seeks to further define consumer revenge behaviors through the application of existing theoretical frameworks to real-world examples of negative service encounters in different airports across the globe, which are recorded and posted on the video hosting social network YouTube. To achieve this, a content analysis methodology is applied to four videos depicting negative customer service encounters. The research questions are: What kind of behaviors can be observed in the chosen service encounters? What does revenge behavior consist of within the encounters? Finally, to what degree do these behaviors influence, or are influenced by, the encounter as a whole?

An analysis of the four recorded encounters found that consumer behaviors could be classified as contextualizing, attention-seeking, or compliance behaviors, and that all supported some form of direct or indirect revenge behavior. These behaviors are influenced by levels of employee attention, and indirect behaviors are often framed by narrative behaviors.

KEYWORDS: service encounter, service failure, consumer revenge behavior, airline, airport

1 INTRODUCTION

This introductory chapter will outline the aim of the thesis and specific research questions, as well as the general structure of the thesis itself. The following sections will then outline the methodology used in this research, beginning with criteria and methodology for material selection based on the theoretical background to be covered in the second chapter. The next section will give a brief description of the material selected based on the methodology for material selection. Following this, there will be an explanation of content analysis methods based on Hsieh and Shannon (2005) as well as Weber (1990). The final section will explain how these methods are applied to the research material, specifically, the strengths and challenges of applying these methods to video and social media.

1.1 Aim of the Study

Consumer advocacy has ridden the same wave of technological advancement that has come to be the trademark of the 21st century, with an increasing number of consumers turning to the internet to voice their opinions about a company. An example of this trend being an incident which took place in April 2017, in which David Dao, a passenger on United Express Flight 3411, was forcibly removed from the overbooked aircraft on the ground at Chicago's O'Hare Airport after refusing to give up his seat, and suffered minor injuries in the process. The entire incident was captured on video by other passengers and quickly spread around social media and subsequently, to major news outlets, leading to major legal and public relations repercussions for the airline (Wise 2017). Social media has given consumers a powerful voice and strengthened attitudes toward consumer advocacy like never before (Grégoire, Salle & Tripp 2015: 174). As shown by the Dao incident, airlines are a particularly vulnerable target for consumers looking to take action against a company after a perceived injustice, which makes a strong case for the relevance of the kind of research conducted as part of this thesis.

The aim of this research is to study consumer revenge behaviors presented in four different YouTube videos of negative customer service encounters. The negative characteristic of these encounters loosely refers to a failure in one or more aspects of service delivery. This thesis seeks to answer the following research questions: What kind of behaviors can be observed in the chosen service encounters? What does revenge behavior consist of within the encounters depicted in these four videos? Finally, to what degree do these behaviors influence the encounter as a whole? The answers to these research questions would be indispensable for service-focus companies looking to implement a public relations strategy, or looking to implement service delivery standards, especially in regards to service recovery.

1.1.1 Structure of the Thesis

This thesis will be laid out in four chapters covering an introduction and methodology, theoretical background, an analytical section, and conclusions. The second chapter on theory will give a broad overview of theories and definitions utilized in this research. Each video analyzed will be given its own section in the third analytical chapter, with the final sections there concerning general findings across all analyzed material. The fourth chapter will cover implications and limitations of the research, ethical considerations and relevance to the industry. A list of works cited and appendices containing transcripts and behavioral tables of each video will follow.

Some of the quoted definitions and theories referenced in this thesis do not make a distinction between customer and consumer. For the sake of clarity, however, the rest of the text will follow definitions put forth by Baines and Fill (2014: 7), which refer to the customer as the individual who purchases a good or service, and the consumer as the individual who actually uses or takes part in it. All abbreviations and acronyms will be introduced first in their entirety. In video transcriptions, IATA airline and city codes will be commonly referred to, and employees and passengers will be sequentially and descriptively referred to as Emp and Pax respectively.

1.2 Criteria and Method of Material Selection

Material has been gathered exclusively from YouTube, which is by and large the most popular video sharing social media platform, on which registered users can upload videos and comment on each other's videos (Bothna & Mills 2012: 86). Searches were conducted as a public user, i.e. not logged into a YouTube account, in order to avoid search results being influenced by automatically recommended content based on user history. The terms used to conduct the actual searches begin with the contextual codes *airport* and *airline*. The common sense search term *customer service* was derived from the overall aim of thesis, and was used in order to account for the range of service encounters that occur throughout the entire air travel service process. In addition to this, the negation *bad* was included in order to generate results depicting perceived failures of service. The vast amount of results these search terms yielded allowed for a fairly strict chronological filter, so results were taken from videos uploaded between 2016 and 2017, in order to give a fairly up-to-date picture of the current state of the airline industry. YouTube allows for several search filters including upload date, length, resolution, view count, user rating, and relevance to search results. The searches were made twice, one with the terms *airport bad customer service* and one with *airline bad customer service*. The results of these were then sorted by relevance to the search, view count, and rating, using YouTube's sort by filters.

The top recurring results from these searches and subsequent filters were then evaluated using situational criteria in order to ensure that the video fit the profile of a negative service encounter taking place within the context of passenger air travel. Determining whether the videos met these criteria was accomplished by analyzing both the content of the video itself, as well as other information in its presentation on YouTube in the video title and description. The first criteria is that videos must depict an actual service encounter, which is based on Normann's (2000: 20-21) definition of a moment-of-truth. In this definition, one or more consumers interact with a representative of a company, which in this case, are airline customer service employees. This eliminated fictional

scenarios taken from television and film clips, as well as the many video blogs describing service encounters in a narrative *post hoc* format. In addition to this, considerations were given regarding the geographical and cultural locations of the videos. This thesis is not particularly focused on specific cultural differences in the way revenge behaviors are demonstrated, but since the majority of the search results were filmed in either India or the United States, two results were chosen from the U.S. and two from India. These four videos are briefly described in the next section.

1.2.1 Selected Material

Four videos are included among the research material used in this thesis, gathered as per the method for material selection described in the previous section. The first of these videos, entitled “Frontier Airlines Bad Customer Service” was uploaded by a user identified as Jeffrey Williams on 25 October 2016, and depicts a situation at a Frontier Airlines boarding gate in an unidentified airport in the United States. The main speaker is a male, identified in the video transcript as Pax1, who primarily interacts with a female airline employee identified in the transcript as Emp1. The entire video is just over three minutes long with the primary conflict centered around payment for a checked bag. The entire encounter takes place during the boarding process of a flight, as other passengers can be seen having their boarding passes scanned before entering a jetway. Pax1 interacts with several other passengers during the encounter, which ends with no resolution except for what is given in the video description, which indicates that Pax1 did not board the flight in question.

The second video used in this thesis, entitled “Nasty United Airlines agent treats father traveling with an infant poorly”, was uploaded to YouTube by a user identified as 4evaeva on 08 December 2016. Unique among all the videos analyzed in this thesis is the amount of presentation the user includes with the video, in the form of textual narration laid over the video itself, providing additional detail and commentary to the encounter. Also, a link in the video description to a separate personal blog post,

assumed to be written and uploaded by the same user, described the entire incident. The encounter in question takes place at Chicago's O'Hare airport in December 2016, and it is indicated that the primary service issue initially involved the checking of a carseat, but then the encounter degenerates into an argument between the main speaker, again a male identified in the transcript as Pax1, and a male United Airlines employee, identified in the transcript as Emp1, over the employee not revealing his name to the passenger. Several other employees are present during this encounter, but passively remove themselves from the encounter over the course of the video. Pax1 also interacts with another female passenger, identified as Pax2, during the encounter. The blog post which is linked to in the video description gives further information about the incident from the point of view of Pax1. This description indicates that Pax1 received assistance with his car seat from another United employee after being denied help from Emp1, and that the encounter recorded in the video took place as Pax1 was about to go through security to his flight, when he then asked Emp1 for his name in order to complain to the company about his alleged refusal to provide assistance.

The third video, entitled "Worst ever customer service by Jet Airways at Mangalore Airport" was uploaded by a user identified as Gilbert Pinto on 02 January 2017. This is the first on the two India videos used in this thesis, and is the most chaotic of the videos, as the encounter depicted involves a large crowd of passengers and many speakers. Speakers in this video are identified in sequence by both gender and a physical description to avoid confusion. The encounter takes place in a gate area, where airline employees are attempting to answer questions regarding a flight that has apparently been cancelled. A number of different passengers interact with one male employee, identified in the transcript as EmpMa, who is the employee doing most of the speaking, despite there being two other employees present in the scene. Several different passenger speakers take turns dominating most of the dialogue, the most frequent speakers are identified in the transcript as PaxMaRed, PaxMaGlasses, PaxMaOrange, and PaxMaGreen. The dialog between the various passengers and EmpMa mostly

focuses on the reasons why their flight has been cancelled, and rebooking options. The video ends, however, with the situation unresolved.

The final video used in this thesis was uploaded on 29 January 2017 by a user identified as Deepesh K Tiwari and is entitled, “Indigo Airlines Customer Service”. The encounter depicted in this video takes place only between two individuals, one male airline employee identified in the transcript as Emp, and one passenger speaker, identified as Pax, who is also the individual filming the encounter. The passenger in this video is questioning the employee about a flight that has been delayed for several hours, but the situation progresses into the passenger asking for a written statement from the employee, which the employee is unable to give. The video ends with the passenger telling the employee he no longer wants to take that particular flight, and asks for his luggage to be removed from the plane.

1.3 Content Analysis Overview

The four videos described above are analyzed in this thesis using a content analysis methodology. Content analysis is a qualitative research method with the objective of reducing data from large bodies of text, and drawing conclusions from material procedurally, through the use of clearly defined systems of coding (Hsieh & Shannon 2005: 1277-1278; Stemler 2001: 1; Weber 1990: 9-10). This method is primarily used on text documents, which can be produced from a number of sources including interviews, surveys, or observations which are transcribed and then analyzed. Krippendorff (quoted in Stemler 2001: 2) gives six questions to consider when planning content analysis, which are crucial in conceptualizing the object of a content analysis study, and will be applied to this thesis in the following section:

- (1) Which data are analyzed?
- (2) How are they defined?
- (3) What is the population from which they are drawn?
- (4) What is the content relative to which the data are analyzed?
- (5) What are the boundaries of the analysis?
- (6) What is the target of the inferences?

The most important aspect of content analysis as a methodology is the development of codes. These are the building blocks, so to speak, of inferences that can be drawn from the data. Codes are defined in several ways, first and foremost, by the natural boundaries of the research material (Stemler 2001: 4). Considering these boundaries accounts for the potential limitations of the research material, using an open-ended survey versus observation, for example. In addition to this, Krippendorff (quoted in Stemler 2001: 4) describes three common data units which are also used in the development of codes. 1) Sampling units, which include the scale of where the data is drawn from such as individual sentences, words, or paragraphs. 2) Context units, which provide delineation for the subject matter, or more simply stated, the kind of data which is the target of the research. 3) Recording units, which provide detail to the context and sampling units by creating specific categories for data.

Hsieh and Shannon (2005: 1279-1285) describe three approaches to content analysis which are conventional, direct, and summative. These approaches vary only in the level of predetermined codes, with conventional content analysis developing the entire coding structure out of the research material, direct with only a few broad codes or guidelines for analysis, and summative having a firmly structured theory being used for the coding framework before the actual analysis even begins. For this thesis, a combination of direct and conventional content analysis is used in order develop additional codes related to revenge behaviors.

1.3.1 Application of Content Analysis to Selected Material

The text analyzed through this content analysis study includes transcriptions of four different YouTube videos, along with other text in the presentation of these videos, such as the video title and description, and related links if applicable. Data, in the case of this research, refers to these transcriptions. Using the questions posed by Krippendorff (quoted in Stemler 2001: 2) as a guideline, it can be determined that the data analyzed in this thesis is the content and presentation of user-uploaded videos on YouTube, which are defined as the dialogue and behavioral interactions between passengers and airline employees within the videos, and text related to the presentation of the video on YouTube, such as video title and description. The population these are drawn from are passengers who have perceived to experience a service failure, and have then documented and uploaded these encounters to YouTube. The relative content to which the data are analyzed would be the specific behaviors, both within the service encounter itself and to a lesser degree, digital behaviors on YouTube. When it comes to the boundaries of this analysis, choosing to ignore cultural differences and instead focusing on consumer behavior is quite a significant partition considering how large the scope of this research could potentially be. Other boundaries would include the point of view as a limited observer. There are no opportunities to influence or probe deeper into the data as there would be when doing an open interview, or to further investigate the authenticity of the data itself. As such, the material must be taken at face value, however, this limited perspective could also be considered as a positive factor, in that the collection of data will not influence the behavior of those involved in the encounter. Finally, the target of the inferences, as described by Krippendorff (quoted in Stemler 2001: 2), would be consumer revenge behaviors within the actual service encounter.

The analysis itself begins with a complete transcription of each video, as well as recording digital information related to the video including title, description, related links, upload data, views, etc. All four of the videos are less than five minutes long, which was not intentional in their selection, but is nonetheless convenient for the

purposes of transcription. After transcription, each video is analyzed individually. Stemler (2001: 2-3) states that a word-frequency count is one of the most common tasks when doing a content analysis, for the purposes of initially categorizing data into larger code groups. Word-frequency is also the first task in this thesis, however, it also includes transcribed behaviors in addition to words and dialogue in order to account for the full range of behaviors. The initial objectives of the analysis includes determining the perceived point of failure of the service, and a general description of the service environment. In addition to this, word/behavior frequency is used to develop descriptive themes of all behaviors.

Once codes specific to each encounter are developed in this first step, the different data units described by Krippendorff (quoted in Stemler 2001: 4-5) in the previous section are used to contextualize these initial coding categories into more specifically defined groups. Because this research applies both direct and conventional content analysis to the data, predetermined codes such as revenge are kept in consideration as additional categories are developed. The frequency and emphasis of each code is used to build a coherent description of the encounter as a whole, as well as the revenge behaviors within. The research questions are addressed within this final stage of analysis.

2 THEORETICAL BACKGROUND

This chapter on theory will explain the theoretical framework used in this thesis, beginning with a brief contextual section focusing on the airline industry as a whole, and a background and terms related to social media. Following this section, a broad definition of service as described by Grönroos (1990), Shostack (1977), as well as Wilson, Zeithaml, Bitner and Gremler (2012), followed by a more in-depth look at the phenomenon of the service encounter, and its more common characteristics as explained by Normann's (2000) theory of moments-of-truth. Following this, various theories on service quality will be presented, including the customer/provider gaps theory, the SERVQUAL model by Parasuraman, Zeithaml and Berry (1986), and further research by Grönroos (1990). Building on these theories, the section will then move onto definitions of service failure, an explanation of negative service encounters, and a brief explanation of service recovery behaviors of companies. This will then conclude the definitions on service-related topics. The final section in this chapter will cover theories and definitions related to consumer behavior, including general consumer responses to service failure and negative service encounters based on Singh's (1990) typology of consumer response styles, but the main focus of this will be in the final sections on consumer revenge behaviors as described by Grégoire, Yany, Laufer and Tripp (2010), and Grégoire and Fischer (2007). Finally, these models of consumer revenge behaviors will be applied to consumer behaviors on social media, supported by the writings of Obeidat, Xiao, Iyer, and Nicholson (2017).

2.1 Context of the Research

This research takes place within two separate realms: within the context of the modern airline industry, and within the relatively new context of social media. Before going into the theoretical background relating to the actual research, the following sections will provide the general context within which this research takes place. A brief history of the

airline industry, social media, and the connection between the two will be covered in the following two sections.

2.1.1 The Airline Industry

The birth of commercial aviation began just a few short years after the first historic heavier-than-air flight by the Wright brothers in 1903. In the early days passenger air travel was confined primarily to lighter-than-air airships, particularly in Europe, but this soon gave way to an emphasis on powered flight as the St. Petersburg-Tampa Airboat Line made their first scheduled passenger flight across twenty seven kilometers of Florida's Tampa Bay in 1914 (Davies 2011). Besides being characterized by military aviation through two world wars, the first half of the 20th century saw commercial aviation primarily used in the role of mail delivery, particularly in the United States, with passenger travel largely only being explored by early airlines in Europe, primarily the Deutsche Luft Hansa group (Davies 2011). The end of the Second World War found the United States in a unique position to dominate the air travel market, and much of the world economy, due to the fact that it had escaped the wartime destruction that hit much of Europe and Asia. American airliners saw passenger numbers double in the first year after the war, and companies that had only recently consolidated in the previous decade like Pan American Airways, American Airlines, and United Airlines, found it easy to break into the international market by securing routes across the North Atlantic (Davies 2011). With the emergence of international carriers, international groups regulating these carriers were also established. The establishment of the International Civil Aviation Organization (ICAO) in 1944 and the International Air Transport Association (IATA) in 1945 laid the foundation for future regulatory control on airlines, but also marked the early stages of truly global commercial air travel with the beginning of the jet age (Davies 2011).

While jet aircraft had seen limited military service in World War Two, it was not until the mid 1950s that the technology had been refined enough to be considered practical

for widespread commercial use. The British built de Havilland Comet is credited as being the first purely jet-propelled airliner, followed by the Soviet Union's Tupolev Tu-104, but it was Boeing's 707 aircraft that brought about the golden age of jet airlines (Davies 2011). With jets that were capable of nonstop transoceanic flights, the industry boomed. Conglomerations of many regional and national airlines emerged creating massive national airlines, many of which are still in existence today. The post war decades saw the rise and fall of many airline companies, in a market that became increasingly competitive with each passing year.

Deregulation of the airline industry in the 1970s created much of the modern industry as it stands today. The price of fuel did, and still continues to play a large role in determining the state of the industry at any given point of time, and other issues such as the signing of bilateral 'open skies' agreements, and then further liberalization in the late 1980s characterized a new, global, airline industry (Dognais 2001: 23-30). The terrorist attacks of September 11th, 2001 marked the beginning of a difficult period for the once dominate American carriers, while simultaneously in Europe, the rise of low-cost carriers like Ryanair began to change the way airlines marketed and delivered their product to consumers (Creation 2007: 204-208). Logistical and technological advances have slowly replaced the classical luxury air travel experience of the mid-20th century with an à la carte approach, creating a new service environment that demands individual attention (Dognais 2001: 166-172). The industry at present faces challenges both old and new, such as the continuing debate over open skies and national subsidization, security, and fuel costs, but also the need to adapt to an increasingly digital, automated, and highly competitive market. Despite these challenges, the continued growth of the industry is all but assured in the wake of rising globalization, and an ever-expanding, and more accessible global community.

2.1.2 Social Media

It has almost become something of a cliché to say that social media and information communication technology as a whole has revolutionized the world and ushered in a new age of globalization. As redundant as the notion may be, however, it nonetheless holds true. Technology continues to grow at an exponential rate, and social media networks continue to evolve and further change the way that people interact with one another. The era of mass-media, beginning with the invention of the rotary printing press and perpetuated by further communication and media technology was characterized by the role of the people as audience (Goff 2015: 16-18). The internet, while at first supporting traditional media, has changed this role from consumer to producer and collaborator through the rise of social media.

These social networks, numbering some 200 different websites worldwide, take on many forms, and thus so does the content their users produce (Goff 2015: 18). At its core, social media is defined by user-generated content, which includes everything from content sharing, content communities, to social content (Heinonen 2011: 357). Goff (2015: 17) sees social media as communication channels which allow users to collaboratively produce and share this content, whatever it might be. In the infancy of these kinds of networks, roughly the turn of the millennium, social content was the primary focus with sites such as LiveJournal and Friendster (Goff 2015: 29). MySpace became the first truly dominate social media network in the mid-2000s, followed by LinkedIn, which catered to professionals, but it was Facebook that claimed the title of the world's largest social network by 2010 (Goff 2015: 30-39). As internet technology improved, however, user-generated content within social media networks took on more complex, and technologically-demanding forms that have been incorporated into all walks of life, including, and particularly relevant to this thesis, the service industries.

2.2 Service Definition

As pointed out by Grönroos (1990: 27-29), coming up with one overarching definition for the idea of service is difficult because of the wide range of both tangible and intangible ways that it can be produced and delivered from businesses to consumers. Grönroos further states: “Furthermore, services are not things, they are processes or activities, and these activities are very intangible in nature” (Grönroos 1990: 28). Instead of a physical product being transacted in the traditional market exchange, services fall largely into this realm of intangibility, which is a recurrent theme in much of the prior research on the subject. Shostack (1977:73-75) offers a spectrum-molecular model in order to differentiate between the range of both the tangible and intangible aspects of a service, and other strictly tangible products a company might offer. Particularly relevant to this thesis is Shostack’s (1977: 75-76) comparison of a car company with an airline. Both offer consumers the intangible product of transportation, but the airline’s product remains largely on this side of the spectrum, with only a few minor tangible aspects that are consumed during the service experience, such as the physical environment of the airport and the aircraft itself, as well as food, drink, and entertainment offered during the flight. A car company, on the other hand, offers this same intangible product of transportation, but instead focuses on the strictly tangible product of the car, and whatever other physical features it can be purchased with (Shostack 1977: 76). The varying degrees of tangibility, as Shostack’s example shows, is the foundation of service as a product.

The inherent intangibility of services also makes it difficult to offer a single comprehensive definition. Instead, it is much more practical to offer a few general characterizations, which Grönroos (1990: 29) does as follows:

- (1) Services are more or less *intangible*.
- (2) Services are *activities* or a *series of activities* rather than things.
- (3) Services are at least to some extent *produced and consumed simultaneously*.
- (4) The customer *participates in the production process* at least to some extent.

Intangibility once again acts as the cornerstone of Grönroos' description, but in addition to this are qualities of activity, simultaneous production and consumption, and participation. These attributes can be incorporated into a more contemporary attempt at a definition offered by Wilson, Zeithaml, Bitner, and Gremler (2012: 5-6), which describes services as, "deeds, processes, and performances," but more importantly that these actions are conducted with the goal of making changes to the bodies, minds, and/or the tangible/intangible possessions of the consumers of the service. When considering this definition, it is important to make a distinction between the service employee, who acts as the deliverer of the service on behalf of the company, and the consumer, who receives the service. These two descriptions of service compliment the initial emphasis on intangibility by describing both the active nature of a service, and how this activity is supposed to benefit consumers.

Applying these descriptions of service to this thesis begins with Shostack's (1977: 75-76) example of an airline offering the intangible product of transportation, with the additional tangible aspects of comfort and presentation of the physical environment, as well as consumables such as food, drink, and entertainment. The active nature of the service offered by airlines is the series of actions required by passengers to experience the service. Booking a flight, checking in at the airport, boarding, flying, and arrival are all necessary components of the service that the consumer must willingly participate in in order to receive the service. All of these steps create a complex service system, which is dependent on many different layers in order to be properly delivered to the consumer as the company intended (Wilson et al. 2012: 22). All of these various layers of action are carried out by the airline passenger with the primary goal of transportation, more specifically, moving their physical self from one point to another.

2.2.1 The Service Encounter or "Moment-of-Truth"

If services are to be viewed as activities or processes that occur at the same time as they are consumed, as explained by Grönroos (1990: 28), then service encounters could be

considered the individual points of contact on the timeline of the overall service experience. Generally speaking, the service encounter can be defined as any incident in which a consumer has an interaction with a company, and can occur remotely, over the internet or on the phone, for example, or in a face-to-face setting (Wilson et al. 2012: 85). Normann (2000: 20-21) more specifically refers to these encounters as moments-of-truth, where a consumer's perception of service quality is created not by the actions of the company as a whole, but by the consumer's experience and interaction with the employee, website, or other interface that represents the company. This means that every interaction a consumer has with a company or its many representations, in any way, shape or form, could be considered a service encounter, and thus will have an impact on the consumer's perception of service quality, which will be further explained in the next section.

For high complexity services like passenger air travel, there are a large number of service encounters which will occur throughout the entire service process. Booking a flight online, checking-in with either an airline employee or automated kiosk at the airport, interactions with the flight attendant and ground staff all account for the many encounters that make up the entire service process of air travel. Older perspectives on these encounters were focused on two parties who occupy specific roles, usually that of the salesperson and the customer, and interact on a basic, fundamentally human level for some explicit purpose (Solomon, Surprenant, Czepiel & Gutman 1985: 100-102). With the rapid expansion of information and communication technology (ICT) in the last few decades, however, the service encounter has evolved and can now take place in a variety of both real life and digital settings. Larivière, Bowen, Andreassen, Kunz, Sirianni, Voss, Wunderlich and De Keyser (2017: 239) describe what they call "Service Encounter 2.0" as:

any customer-company interaction that results from a service system that is comprised of interrelated technologies (either company- or customer-owned), human actors (employees and customers), physical/digital environments and company/customer processes.

Technology now plays a central role in service encounters, and consumers and companies interact with each other in more ways than ever before. Social media has become comparable to traditional media, in terms of its influence on the marketing of a company's brand or product, particularly because of large-scale collaboration between consumers and the rapid spread of word-of-mouth marketing (Botha & Mills 2012: 83-85). Because of this, many service companies have entire departments dedicated to interacting with consumers on social media, creating service encounters that fit into the new definition offered by Larivière et al. (2017: 239). In this sense, social media has become just as common a setting as any other physical environment serving as the backdrop for the countless service encounters that take place between companies and consumers every day.

2.3 Models for Determining Service Quality

As mentioned previously, a service can be seen primarily as a process made up of many encounters depending on the complexity of the service itself. These individual encounters provide either a satisfactory or unsatisfactory experience to the consumer, and this level of overall satisfaction eventually builds up the overall perception of service quality (Parasuraman, Zeithaml & Berry 1986: 5-6). Using air travel once again as an example; in addition to the primary goal of transportation, a range of peripheral services, from reserving seats, to airport lounges, and other add-ons to the main service of transportation also have a significant impact on the perceived quality of the service as a whole (Normann 2000: 64). As Normann writes: "In an airline service, the actual transport of the client from Paris to London is probably more important than the cleanliness of the airport (the reason we are there is to be transported, not to look at a clean airport, however much we may appreciate it)" (Normann 2000: 75). The following figure gives a visual representation of this, showing the primary service of transportation in the circle, surrounded by the secondary supporting services of air travel:

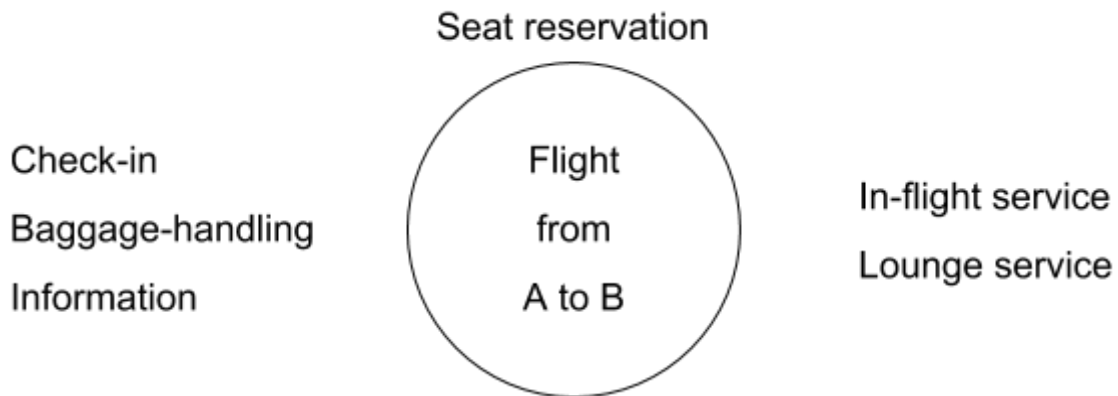


Figure 1. Core service and secondary (or peripheral) services (Normann 2000: 76)

As shown by the above figure, each of the many service encounters and processes, whether they are related to the core service or not, make up the overall perception of service quality. A failure in any one could mean a perceived failure of the entire process. Many attempts have been made at developing a framework that explains what exactly leads to a perceived service failure. One of the more commonly referenced models is the SERVQUAL dimensions, developed by Parasuraman, Zeithaml, and Berry (1986). This model, like the majority of all other theories, is based on the customer/provider gaps theory, which states that perceived service quality is a construct based on the distance between a customer's expectations and perceptions of a service (Parasuraman et al. 1986: 5-7; Wilson et al. 2012: 96-103). To identify different areas in which this distance could occur, Parasuraman et al. (1986:14-15) developed a series of "service dimensions" as part of SERVQUAL, all of which influence a consumer's perception of service quality and include:

- (1) **Tangibles:** Physical facilities, equipment, and appearance of personnel.
- (2) **Reliability:** Ability to perform the promised service dependably and accurately.
- (3) **Responsiveness:** Willingness to help customers and provide prompt service.
- (4) **Assurance:** Knowledge and courtesy of employees and their ability to convey trust and confidence.
- (5) **Empathy:** Caring, individualized attention the company provides its customers.

These five dimensions provide an important framework for testing service quality, but their application to any particular case nonetheless remains subjectively based on consumers' own feedback. Objectively identifying service failures means looking at far fewer, but more concrete and observable areas within a service encounter, rather than relying on the personal opinions of consumers themselves. Grönroos (1990: 36-39) divides service quality into two dimensions: the technical quality, or what the service is intended to be, and the functional quality, regarding how the service is delivered. These two dimensions are easier to identify for the outside observer, and do not require consumer feedback to evaluate. For example, a technical service would be an airline passenger's luggage travelling on their same flight and being returned to them at baggage claim at their final destination. The functional quality of this service could be objectively evaluated based on condition of the luggage after it arrived, the timeliness in which it was delivered back to the passenger, or if the luggage even arrived at the same time as the passenger at all. The latter of these situations would then move the encounter into the realm of service recovery, which will be covered later in this chapter. As shown by this example, applying the idea of gaps to technical and functional aspects of any given service encounter enables third party observers to make some degree of judgement regarding the quality of the service in question.

2.3.1 Service Failure

As mentioned in the previous section, any discrepancy between an individual consumer's expectation of a service and their subsequent perception of that service can result in a service failure. These failures often go unnoticed by companies, with the vast majority of consumers never making a formal complaint after experiencing what they perceive to be a service failure (Wilson et al. 2012: 340). No matter the industry, chronic lapses in service delivery can, over time, significantly impact a company's bottom line. While the direct link between service quality and a company's profitability is still the subject of ongoing research, Wilson et. al (2012: 420-422) suggest there is a

positive correlation between the two. This makes it all the more vital for companies to properly manage service failures when they do inevitably occur.

Based on research from Bitner, Booms, and Tetreault (1990: 74-80), service failures can be classified into three main categories describing issues with the service, and within these main categories, twelve different subcategories, which represent the way in which a company or its representative responds to the issue which is then seen by the consumer as a service failure.¹ The first of these categories is a failure of the service delivery system itself, and within this are the subcategories of an unavailable service, a slow service, or other failures or issues related to the core service (Bitner et al. 1990: 76-78). A service failure occurring within this category is caused by an inadequate response to the core service issue by the company or service employee as seen by the consumer. An example of this could be a cancelled flight, after which there is no accommodation or rebooking offered by the airline employee at the airport. Following this category is one which includes failures related to a consumer's special needs or requests, including special needs, consumer preferences, an issue created by consumer error, or issues related to a disruptive service environment (ibid. 78-79). The final category is the most complex, and is primarily focused on the actions of the service employee. This category includes the amount of personal attention given to a consumer, any 'out-of-the-ordinary' employee behavior, employees behavior in the context of cultural norms and values, a gestalt category where a consumer has a instinctual 'gut feeling' about the service encounter, and finally, the behaviors of a service employee while working under adverse conditions. These categories and their sections are more clearly illustrated in the figure on the following page:

¹ It is important to note, that Bitner et al.'s (1990) classification system can also be used to identify the cause of consumer satisfaction or delight, depending on the actions taken by the company or its representative during the encounter. For the purposes of this thesis, however, the system will be used solely in the context of service failure.

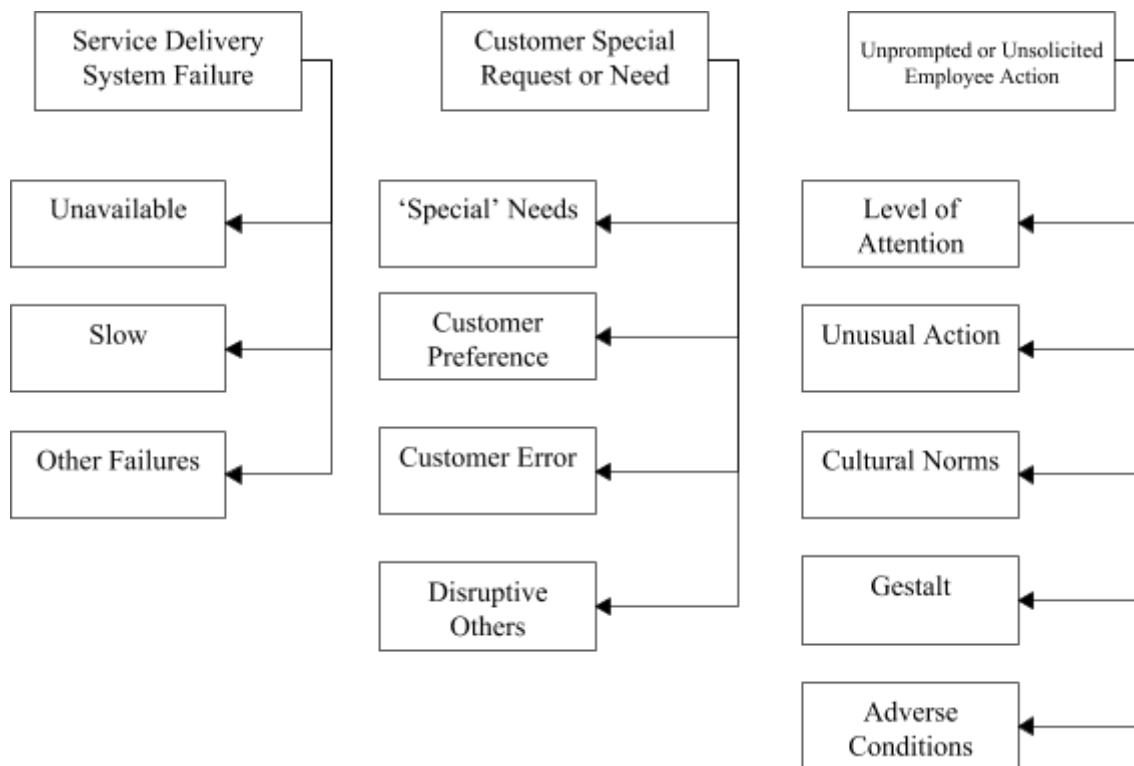


Figure 2. Service failure categorizations (Bitner et al. 1990: 74-80)

Identifying the cause of a perceived service failure is the first step in a company's service recovery process, which will be covered in the next section. To summarize, service failure is generally the result of what a consumer perceives to be the improper company handling of either a delivery system failure, a consumer accommodation, or some other employee action not directly related to the service. These incidents, while directly related to a lapse or failure in service, can also be opportunities to affirm service quality or delight consumers (Bitner et al. 1990: 74-80; Sivakumar, Li & Dong 2014:41), but for the purpose of this thesis, will be used strictly in order to properly classify service failure.

2.3.2 Service Recovery Strategies

The first service recovery strategy employed by many, if not all, companies is fail-safing their service process so that failures are unable to occur in the first place

(Bitner et al. 1990: 82; Wilson et al. 2012: 353-353). This practice involves having numerous back up systems and procedures to ensure reliability, but for obvious reasons is not completely guaranteed, as failures will inevitably occur regardless of how many contingency plans a company has. This is especially true within complex service systems, as many moving parts and layers of service delivery allow more chances for something to go wrong. The categorizations of service failures described in the previous section of this chapter are the primary target of service recovery strategies. Failures can occur within service delivery, but it is how the company or its representative handles these incidents that can lead to a positive or negative service encounter from the point of view of the consumer (Bitner et al. 1990: 82-83). In this sense, service recovery begins with the actions of the individual service representative during the service encounter itself.

The most critical factor in service recovery is time. The likelihood of a successful service recovery decreases significantly with the amount of time it takes the company to solve an issue with the service, or with the more points of contact a consumer must go through (Wilson et al. 2012: 355). One fail-safing strategy that companies often use is giving flexibility to their service employees so that they are quickly able to resolve issues according to individual consumer needs (Wilson et al. 2012: 355). In addition to the factor of time, consumers also judge the quality of service recovery based on the amount of information regarding the failure and the corrective action being taken (Wilson et al. 2012: 357). Finally, while consistency in service delivery is a factor when evaluating service quality, the same is true in service recovery. If a consumer perceives that they are being treated unfairly or differently from others, it can destroy the entire recovery process (Wilson et al. 2012: 357; Nguyen, McColl-Kennedy & Dagger 2012: 1171-1172). Maintaining fairness in both service delivery and recovery can be challenging for companies, because consumers can have unique perspectives on what is fair or not (Nguyen et al. 2012: 1172). Ideas of fairness also come into play when discussing consumer revenge, but this will be addressed in a later section.

All three of these factors are managed by service representatives as part of a service recovery strategy, but the way they are managed can fall into two separate categories. Yuanyuan, Minxue, Tsang, and Zhou (2013: 1134-1135) describe these categories as either economic recovery, where compensation in the form of money or goods is given to the afflicted consumer, or social recovery, where symbolic gestures such as apologies or special titles are given. Consumer preference plays a large role in which of these two categories will be more heavily emphasized, however, tailoring recovery strategies to individual preference can also create a situation where issues arise due to perceived unfairness not only between consumers, but also between the company and the consumer (Nguyen et al. 2012: 1175). This highlights the necessity for adaptability and nuance within the service recovery process, given the delicacy of the situation. As stated by Wilson et al. (2012: 355), effective service recovery requires companies to quickly solve issues related to the service, while simultaneously improvising solutions to individual cases.

2.4 Consumer Response to Service Failure

The consumer response to service failure can be divided into two groups, those who complain and those who do not. Singh (1990) gives four classifications of consumer behavior groups following service failure with one being the group that does not complain and three others representing varying degrees of complaint action. The first group are Passives, who according to Singh (1990: 80), are the least likely to take action when dissatisfied with a service. Consumers in this group will accept the service failure and whatever corrective action proposed by the company without protest, regardless of whether they are personally satisfied with the outcome. The first level of consumers who do engage in complaint action are Voicers, or those who will complain directly to the service provider for immediate corrective action or compensation (ibid. 80). Following voicers are Irates, which describes, “consumers [who] not only complain directly to the service provider, but also switch patronage and/or engage in negative W-O-M” (ibid. 80-81). At the final, and most advanced level, of consumer complainers

are Activists, who take the most complaint actions, including the involvement of third party consumer advocacy groups (ibid. 81). Generally speaking, service failure will elicit a negative emotional response in the consumer, and following a series of steps by which the consumer either complains, or does not, they are eventually faced with the decision to stay with the same service provider, or to switch to a new service provider entirely (Wilson et. al 2012: 343). Singh's (1990) classifications of consumer response types can be traced through the consumer actions depicted in the figure below:

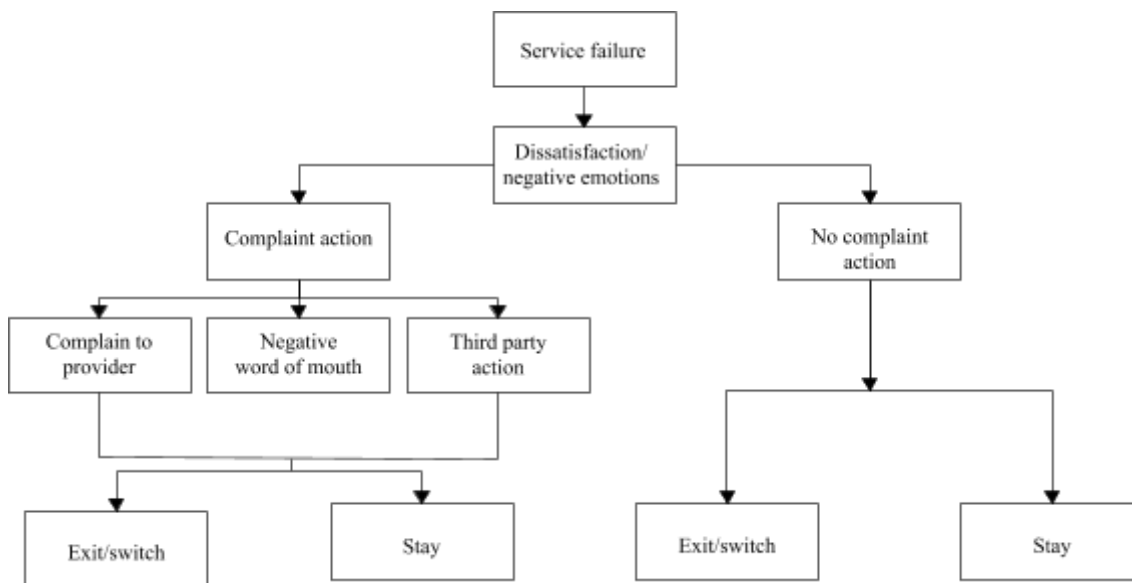


Figure 3. Customer complaint actions following service failure
(Wilson et al. 2012: 343)

The scope of this thesis will focus attention on the actions taken by consumers, without investigation the motivations for these behaviors. However, there exists a vast library of literature on the psychology of these motivations, particularly regarding coping strategies and emotional intelligence (e.g. Harrison & Beatty 2011; Tsarenko & Strizhakova 2013). It is also worth noting that Singh's (1990) research found the voicers group to be the most common consumer response, which falls in line with the widely agreed upon fact that most consumers will not report their dissatisfaction to anyone higher up than the immediate service provider (Toister 2013: 14; Wilson et al. 2012:

340). This being the case, this thesis will focus primarily on Irates and Activists, who display the consumer complaint behaviors that are seen through social media posts as negative word-of-mouth.

2.4.1 Revenge Behaviors as Response to Service Failure

The negative emotional response that occurs in consumers as a result of service failure can evoke strong emotions depending on the severity of the perceived failure. Anger, rage, and the need for vengeance are common in these situations, and these emotions are commonly targeted towards the company or companies involved in the service transaction in an attempt to “avenge an injury” by causing reciprocal harm to the company (Bechwati & Morrin 2003: 442; Zourrig, Chebat & Toffoli 2009: 996). These revenge behaviors are commonly seen through the spread of negative word-of-mouth, or attempted disruption of service flow, but in extreme cases, can extend into aggressive, or even violent outbursts or the destruction of property. Revenge behaviors, like consumers as a whole, are characterized by their irrational nature (Gabriel & Lang 1995: 124; Zourrig et al. 2009: 996). For this thesis, however, less attention will be paid to the motivations behind these behaviors, as necessitated by the constraints of observing the material as a detached party. Instead, the behaviors themselves will be analyzed not as a complex system of motivations and reconciliations, but rather as individual actions unto themselves.

A model of revenge behaviors developed by Grégoire, Laufer and Tripp (2010: 741-752) includes the important distinction of indirect and direct revenge behaviors in an attempt to more accurately conceptualize revenge behaviors. Direct revenge behaviors include everything that happens within the domain, or in direct contact with the company or service provider (Grégoire et al. 2010: 743). This could mean everything from complaining to frontline service employees, other nearby consumers in an attempt to inconvenience other parties, or much less frequently, aggressive actions such as destruction of property, stealing company property, or violent outbursts

(Grégoire & Fischer 2007: 249; Grégoire et al. 2010: 241-243). Indirect behaviors, on the other hand, include actions taken outside of the boundaries of the service encounter (Grégoire et al. 2010: 743). The most common indirect revenge behavior is the spread of negative word-of-mouth, or complaints to third party consumer groups (Grégoire et al. 2010: 243-244). Both direct and indirect revenge behaviors are carried out with the ultimate goal of retaliation or reparation in order to correct the perceived unfairness or insult between the company and consumer brought on by the service failure (Grégoire & Fischer 2007: 248-249). Within the scope of this thesis, revenge categories will be classified with consideration for all four of these categories, with behaviors either direct or indirect, retaliatory or reparative.

2.4.2 Social Media Application

Advances in ICT and the rise of social media networks have given consumers a wider reach, and thus, more power and influence than they have ever held in the past (Albinsson & Perera 2012: 101-103). Social media networks, which exist as a part of what has come to be known as ‘Web 2.0’, are platforms for user-to-user content generation and sharing, characterized by their accessibility and scalability (Bothna & Mills 2012: 84-85). The revenge behaviors described in the previous section are especially prevalent on these new technological platforms, with revenge behaviors being documented across many social media sites, third-party consumer complaint sites, as well as specifically targeted anti-company sites (Obeidat, Xiao, Iyer & Nicholson 2017: 496). An example of this comes from 2009, when musician Dave Carroll uploaded a video to YouTube titled, “United Breaks Guitars”. The four and a half minute long music video comprises of an original song written by Carroll, and describes an experience he had while flying with United Airlines, and could not get compensation for a guitar that was damaged during the journey (Carroll 2009). As of October 2017, the video had over 17.6 million views. This particular case attracted a large amount of both consumer and media attention, and severely damaged United’s brand (Toister 2013: 10-11). Consumer activity on social media has become an important target of

many companies' marketing departments in an effort to preserve a consistent company brand across all social media networks (Bothna & Mills 2012: 96). Balaji, Jha & Royne (2015: 649-650) note that consumers are increasingly using social media as a complaint channel to voice grievances with companies after failed service, particularly after the viral nature of cases like Dave Carroll's.

The spread of negative word-of-mouth is exponentially larger when conducted on social media networks as opposed to non-digital marketing channels, making social media networks a popular choice for disgruntled consumers (Obeidat et al. 2017: 498). Obeidat, Xiao, Iyer & Nicholson (2017: 501-502) classify negative word-of-mouth spreading as an online revenge behavior, which can be further arranged into three categories based on a consumer's intentions: immediate, venting, and third-party. Consumer's whose social media behavior fall into these groups are reflective of Singh's (1990) Irate and Activist consumer categories, which were described in the earlier section on consumer response to service failure. An immediate consumer revenge behavior is classified as an impulsive, retaliatory act, made possible largely through the use of just a smartphone with internet connection (Obeidat et al. 2017: 501). Examples of immediate behaviors could be a Facebook status update, tweet, or a comment on a company's social media posts. This behavior requires little effort on the part of the consumer, unlike venting behaviors, which are more thought out and time-intensive on the part of the consumer (Obeidat et al. 2017: 501). Examples of venting behaviors would be the creation of a Facebook page or group, blog post, or creation of an anti-company website. These venting behaviors will be the focus of this thesis, as the YouTube videos to be used as the research material fall under this category in that they are a labor-intensive production of the consumer with the aim of portraying the company in question in a negative light. Finally there are third party actions, which are nearly identical to the ones described in the section on consumer response to service failure. While it is important to include third party actions in the classification, they will not be included in the main focus of this thesis.

3 ANALYSIS

In this chapter on the analytical portion of this thesis, each video will be analyzed in its own individual section, with the final section in this chapter explaining the general results and trends found among all four videos. Analysis will begin with identification of key features of each service scenario, including affected areas of service quality based on Parasuraman et al.'s (1986:14-15) SERVQUAL model, and areas of service failure based on Bitner, Booms, and Tetreault (1990: 74-80). With these features in mind, the specific behaviors present in each encounter is then considered. The behaviors are coded into general descriptive codes, and the applied to an overall scheme used to develop behavioral categories, which is explained in the following section.

For each encounter's own section, theories presented in the previous chapters are applied to each scenario. First by identifying the primary and ancillary services in question, identifying the point of perceived service failure, and how this failure is addressed by the primary speakers in each video through their behaviors. Full transcriptions of all four videos can be found in the appendices of this thesis, as well as behavior frequency tables. At the end of this chapter, common themes and trends pulled from each of the four videos will be described in their own sections, one identifying the escalation of consumer behaviors and how they are related to levels of employee engagement, and a second and final section describing the role of narration in relation to both direct and indirect consumer revenge behaviors.

3.1 Coded Behaviors

The process of coding the observable behaviors in each of the four encounters began with making general descriptive codes of each behavior. The preliminary codes were used to describe behaviors that were observed at multiple points across all of the encounters. The following table gives a list of these preliminary codes, as well as a brief

description and ties to the larger behavioral categories, which will be explained later in this section:

Prelim. Code	Meaning	Behavioral Category	Description
ASF	Acknowledge Service Failure	Context/Attention	Speaker addresses or brings up the specific failure of service
EOS	Expectation of Service	Context	Speaker establishes requirements of acceptable service
SS	Supporting Statement	Context	Speaker supports a statement made by another speaker
SC	Statement of Compliance	Compliance +	Speaker indicates willingness to comply
SNC	Statement of Noncompliance	Compliance -	Speaker indicates refusal to comply
COW	Clarification of Wrongdoing	Attention/Compliance +	Speaker requests potential reasons within their control that lead to service failure
EI	Establish Innocence	Attention/Compliance +	Speaker rejects potential reasons within their control that lead to service failure
EC	Establish Context	Context	Speaker describes service situation
A(T)/(DE)	Aggressive(Threat)/(Demand)	Attention/Compliance -	Speaker makes an aggressive action, specifically a threat or demand
RR	Repeat Request	Attention/Compliance -	Speaker repeats a previously stated request
ESC	Escalation	Attention/Compliance -	Speaker requests higher intervention
TI	Trivialize Issue	Attention/Compliance -	Speaker treats the situation in a sarcastic manner
CC	Confirmation of Conflict	Context/Compliance -	Speaker acknowledges a conflict between service provider and themselves
IO	Input Offering	Attention/Compliance -	Speaker interjects into an existing exchange

Table 1. Preliminary Behavioral Codes

Review of the various preliminary behavioral codes led to the development of three distinct areas of focus within the encounter: the focus of attention, level of compliance, and contextualization. The various revenge behaviors analyzed in this chapter fit into a combination of these categories, creating mutually exclusive definitions, which is a requirement of content analysis that allows for individual behaviors to be clearly defined (Stemler 2001: 2). These three categories were developed by looking at the grouping of the preliminary behavioral codes, referring to when and in what situational context the behavior was observed. This was recorded on word/behavior frequency tables, which are included in the relevant appendices, which were then analyzed for patterns, with careful consideration for behaviors displayed by the primary consumer and employee speaker, as well as others involved in the encounter. Out of this, the three main categories of behavioral codes were developed, and are described in the following paragraphs.

The first category, the contextualization of the encounter, describes how the participants actively portray the service encounter through their own behaviors. This includes statements and questions regarding expectations of the encounter, and background statements that explain potential causes and motivations of the encounter. When applied to the presentation of these recorded encounters, they can be used as a narrative tool used to frame the passenger speaker's rhetorical perspective of the encounter. Contextualization statements are the primary means of spreading negative word-of-mouth, by making otherwise unaffected parties aware of the service failure and subsequent conflict.

The second category, level of compliance, describes how the participants are interacting with one another. Compliance behaviors are classified as either retaliatory in the case of negative or noncompliance, and reparative in the case of positive compliance. Examples of these behaviors in the positive sense include requesting clarification on the expected actions to be taken in the service process, acknowledgement of employee statements or instructions, or general collaboration in resolving the service dispute. Examples of

negative compliance include refusal to follow employee instructions, direct confirmations of conflict, and offering service solutions that contradict those offered by the employee.

The final category, focus of attention, answers the question of where attention is being given within the encounter. Behaviors in this category most commonly consist of ‘I’ statements, but also include other attempts to insert oneself into contextual conversations, or in order to elicit a direct response from another participant in the encounter. This includes repetitive statements or questions, making statements or questions drawing attention to the service failure, threats, or making unrealistic demands of employees. While the intent of these attention-seeking behaviors can be argued either way, as they are retaliatory by nature, because they disrupt the service flow through a potential diversion of the company’s resources, or through a perpetuation of conflict.

3.1.1 Frontier Airlines (USA) Encounter

The Frontier Airlines service encounter has the lowest number of observable behaviors out of the four scenarios, but nonetheless displays a clear behavioral progression from contextualizing, escalating into attention-seeking and positive compliance behaviors, and de-escalating into further contextualizing statements. The focus of this analysis was placed on Pax1, as he is the primary speaker, and presumably the one recording due to the proximity of the voice to the camera, and statements made in the encounter confirming this. The following Figure 4 shows a timeline of Pax1’s behaviors throughout the encounter, which will be further explained in this section:

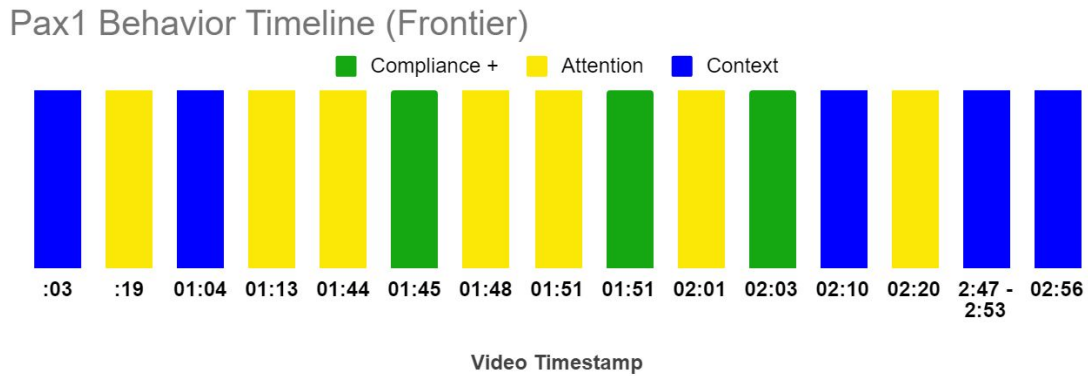


Figure 4. Pax1 Behavior Timeline (Frontier)

The recorded encounter begins with a contextualization statement in which Pax1 refers to the secondary service of the airline’s website, and the failure of an airline employee, indicated by Pax1 to be Emp1, to deliver that service. With this acknowledgement of service failure, this initial statement can already be classified as the spreading of negative word-of-mouth, because Pax1 is involving an otherwise uninvolved individual in the conflict, Pax2. Sharing the context of the situation with Pax2 does nothing to move the encounter forward other than expanding the sphere of those involved. Pax1 follows this first contextual statement with an attention-seeking statement directed at Emp1, which is indicated to be a possible resolution for the conflict at the 00:19 mark: “Now so if I go to flyfrontier.com, I can pay for my bags and get on this flight?”. This attempt at shifting the attention of the encounter is unsuccessful, as Emp1 does not acknowledge Pax1.

In the following minute of the recording, no progress is made in the encounter as Emp1 still does not acknowledge Pax1. However, the negative word-of-mouth continues as Pax1 inserts a contextual statement into another unrelated conversation with unidentifiable individuals off-camera. The critical point in this encounter occurs at the 01:45 mark when Emp1 finally acknowledges Pax1’s second attention-seeking statement. This causes a noticeable emotional response, with Pax1 making a rapid series of positive compliance statements, as well as an additional attention-seeking statements

to both Emp1 and another identifiable individual off-camera. Despite this response, Emp1 does not engage any further in the conflict, and as the encounter moves farther from the point where Emp1 did acknowledge, the compliance behaviors drop off, and only one final attention-seeking threat is made before the entire recording ends after two final contextual statements made to Pax3.

Five contextual behaviors are made by Pax1, which all fall outside of the interaction between Pax1 and Emp1. Seven attention-seeking behaviors make up the bulk of the encounter, most of which are targeted at Emp1. Two of these behaviors, however, are indirectly targeted, including the threat statement, “I recorded all of this. I’m going to send it to Frontier” at the 02:20 mark. There is a clear lack of narrative focus in this encounter, and in addition to this, the positive compliance behaviors directed at Emp1 seem to indicate that the behaviors had a reparative intent. Emp1’s lack of acknowledgment of the situation leaves the recorded encounter unresolved.

3.1.2 United Airlines (USA) Encounter

This encounter with United Airlines features a strong emphasis on presentation, with text overlays edited in to the video itself serving a narrative function in the form of indirect contextualizing statements. While the blog post made in conjunction with the video is not specifically included within the scope of this thesis since it is not a part of the YouTube posting, it nonetheless reinforces these indirect contextualizing behaviors. The initial service failure is indicated to have involved the checking of a carseat for a flight, but by the time of recording, it had shifted to the primary consumer speaker, Pax1, requesting the name of the primary employee speaker, Emp1. A series of contextual statements made to Pax2 and Emp2 in the beginning of the recorded encounter serve to begin the narration, until the employee target of the encounter, Emp1, enters the encounter a little over one minute into the recording. At this point, Pax1 switches from contextual behaviors to a series of attention-seeking questions, repeatedly asking Emp1 for his name. Emp1 deflects by first addressing the fact that

Pax1 is recording him, and later referring to him as disruptive and indicating that security would be coming to “assist” in the encounter. As Emp1 never addresses the name issue, Pax1 then demonstrates several negative compliance behavior regarding the alleged disruption. When Emp1 attempts to deflect this new issue by asking “Do you have a personal problem with me, my friend?” the negative compliance behaviors switch to directly address this new issue with a repeated attention statement “Now I do” around the 02:22 mark. A series of narrative contextual statements interrupt the flow of negative compliance behaviors, with the recorded encounter ending with a final text overlay. The following Figure 5 shows a timeline of Pax1’s behaviors throughout the encounter:

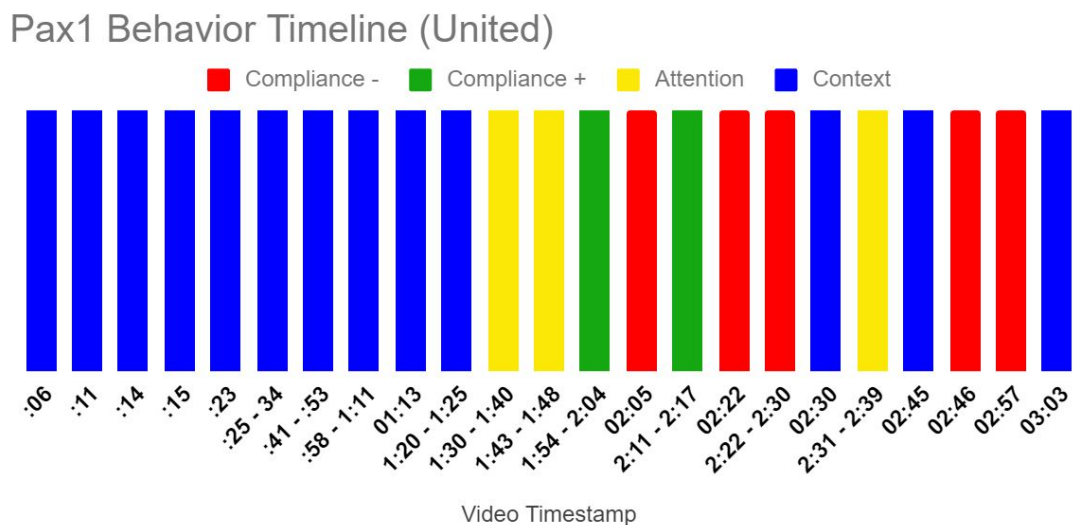


Figure 5. Pax1 Behavior Timeline (United)

Not unlike the frontier encounter, attention statements are used when the employee target of the encounter is not acknowledging the conflict at hand. The approach to contextual behaviors, however, is quite different in that Pax1 uses them as a narrative tool. The textual overlays used to support the narration also lend to the overall organization of the encounter.

3.1.3 Jet Airways (India) Encounter

In order to properly analyze the Jet Airways encounter, individual speakers first had to be considered as acting within their own unique encounter, and later within the encounter including the many other speakers. Looking at the volume of observable behaviors, the primary speakers in this encounter were identified in the transcript as PaxFeBlue, PaxMaRed, PaxMaGlasses, and PaxMaOrange. A fifth principle participant was also identified, PaxMaGreen, but because this individual's behaviors consisted solely of attention-seeking behaviors, and because he was never directly acknowledged by an employee, these actions were not analyzed to the same degree as the others. The high volume of speakers in this encounter can be explained by Huang, Wu, Chuang and Lin (2014: 186-187) who found that consumers are more likely to voice their complaints when in the presence of co-consumers, particularly those they have close relationships with, in order to maintain a positive impression within the group. While it is not possible to know the nature of the relationships between all participants in this encounter, their collective behaviors do appear to be encouraged by, and often conducted interdependently with one another.

This encounter is characterized by attention-seeking behaviors. With only one Employee, EmpMa, who is doing the bulk of the interaction with passengers, the high level of crosstalk is largely due to each speaker demonstrating their own-attention seeking behaviors over one another. Unlike the other encounters analyzed in this thesis, however, attention behaviors cease for the most part while the employee target is engaged with the speaker, with the primary behaviors during interactions being restricted to contextual and compliance behaviors. The first passenger to engage with EmpMa is PaxMaGlasses, whose behavior timeline throughout the encounter is shown in the following figure:

PaxMaGlasses Behavior Timeline (Jet)

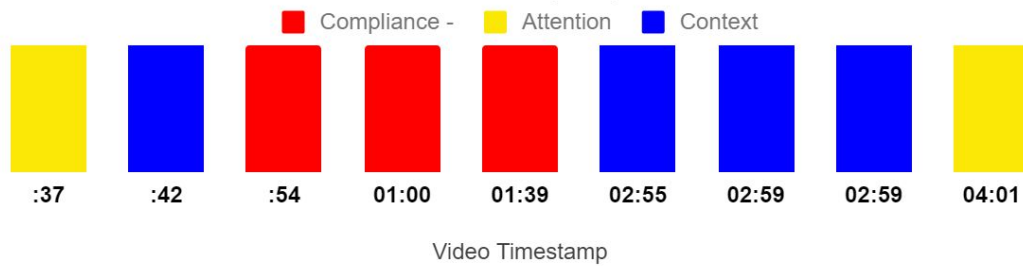


Figure 6. PaxMaGlasses Behavior Timeline (Jet)

After the attention statement at the 00:37 second mark, which included making a hand gesture at EmpMa and saying “See if you-- if you want to cancel it actually you should--”, the behaviors change to negative compliance and contextual behaviors until much later in the encounter where he tries to engage once again with EmpMa, long after the first acknowledgment has worn off, so to speak. At the time of this first prolonged engagement between EmpMa and one of the passenger speakers, PaxMaRed also uses attention statements to insert himself into the exchange, before switching to other behaviors once he has EmpMa engaged with him. PaxMaRed’s behavior timeline in this encounter is shown in the figure below:

PaxMaRed Behavior Timeline (Jet)

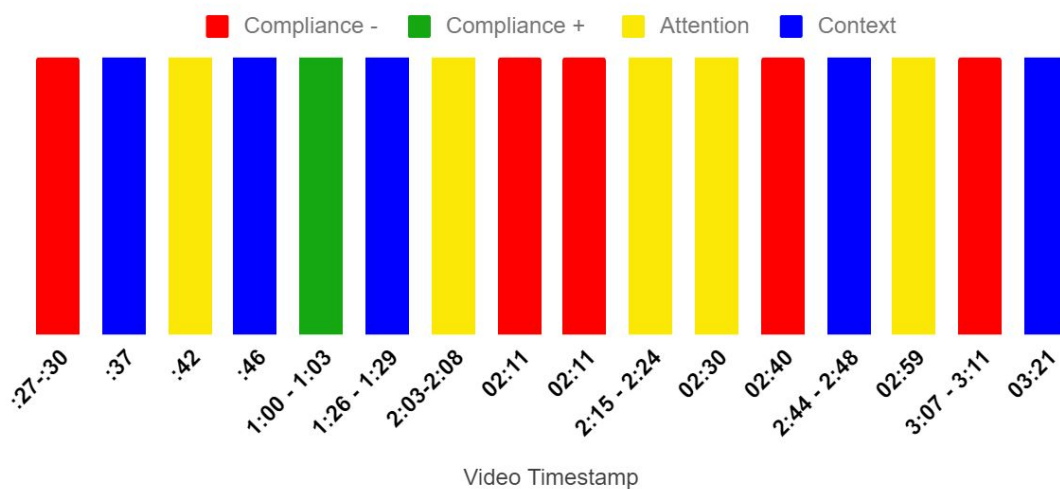


Figure 7. PaxMaRed Behavior Timeline (Jet)

As is evident in the above figure, PaxMaRed continues to dominate much of the encounter, owning roughly 33% of the observable passenger behaviors in the encounter, which is a significant amount considering there are at least 11 other observable speakers involved. PaxMaRed takes the attention away from PaxMaGlasses around the 00:42 second mark of the recording, but then is gradually suppressed in the crosstalk involving several speakers including PaxMaGlasses, PaxMaOrange, and PaxFeBlue. At the 02:03 mark, PaxMaRed requests the official title of EmpMa in an attention-seeking behavior that receives a response from EmpMa, to which PaxMaRed negatively complies, requesting a manager to escalate the issue. PaxMaRed briefly removes himself from the encounter after this, walking away from the encounter and uttering a profanity, after which he returns and uses additional attention statements to bring himself back into the encounter. The final minute of the encounter is primarily crosstalk and competing attention statements by a number of speakers, with no tangible resolution to the situation being reached.

3.1.4 Indigo Airlines (India) Encounter

The Indigo Airlines encounter is a direct encounter between Pax, who is speaking and recording the encounter, and a single employee, Emp. The majority of the encounter is dominated by attention behaviors, with only a few contextual behaviors in the beginning and midway through the encounter giving narration to the recording. Since the employee target of the encounter, Emp, is acknowledging Pax throughout the recording, these attention behaviors primarily serve a narrative function in order to move the encounter along, not unlike the contextual behaviors in the United Airlines encounter. The following figure shows a timeline of Pax's behaviors throughout the encounter:

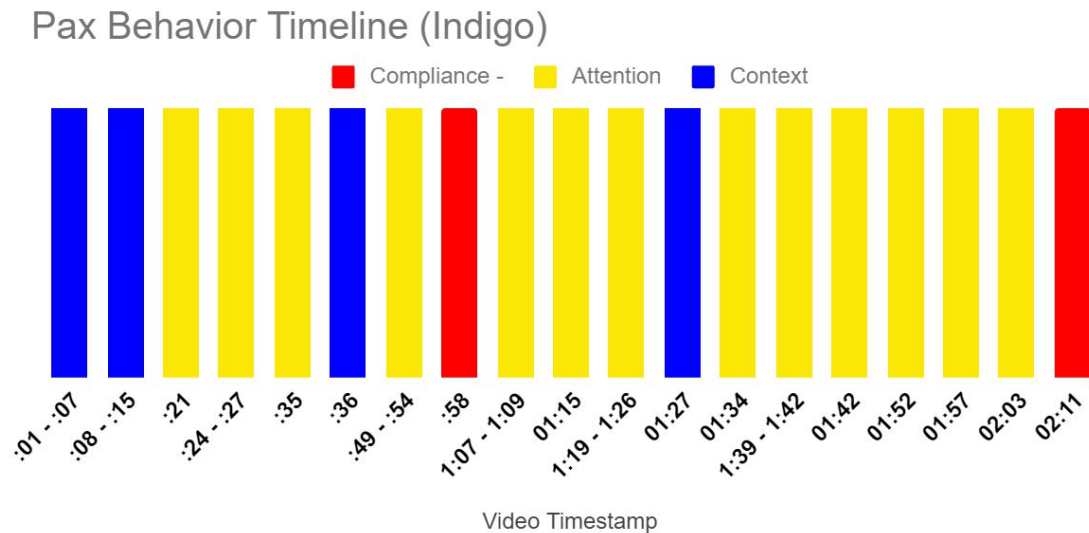


Figure 8. Pax Behavior Timeline (Indigo)

The recording begins with Pax addressing Emp in fairly close physical proximity. Two contextual statements are made, announcing the recording of the encounter and introducing Emp as the employee target of the encounter. The following attention behaviors are focused on employee action which Emp has not yet, or is refusing to take. The primary point of conflict in this encounter is Pax requesting the Emp gives a statement, in writing, of why the flight is delayed. Emp refuses to do this, and deflects from Pax's requests numerous times throughout the encounter. Pax's repeated attention behaviors do not allow any further progress towards resolving the conflict be made. At the 02:03 mark, Pax abruptly shifts away from the primary conflict of wanting the reason for delay in writing, instead requesting that his luggage be removed from the flight: "In that case, I'm not going. My-- my luggage is on the flight-- can you please take it out...". Emp immediately states his compliance with this request, and asks for Pax's name in order to retrieve the luggage. The recorded encounter ends with Pax responding, "No I cannot give it to you" in a final negative compliance behavior, displaying a fairly obvious retaliatory intent.

3.2 General Results and Trends

The research questions proposed at the beginning of this thesis sought to answer what sort of behaviors could be observed within these four recorded encounters, whether or not these behaviors consisted of revenge behaviors, and how these behaviors affected each encounter. The behaviors displayed in each encounter consisted of contextualizing behaviors, attention-seeking behaviors, and compliance behaviors both positive and negative, and in some way or form, served to support the indirect revenge behavior of recording each encounter and posting it on YouTube, spreading negative w-o-m about the company in question. In addition to this, several direct revenge behaviors were observed within the encounters themselves, consisting of the creation of service disruptions, direct noncompliance with employee instructions, and aggressive outbursts. These direct behaviors stemmed from the result of escalating behaviors, while the indirect revenge behaviors limited to social media were supported by contextualizing statements within several of the encounters. In certain cases, reparatory behaviors were observed through positive compliance behaviors, but some very clear retaliatory behaviors were also present, in the form of negative compliance behaviors, as well as aggressive attention statements.

Each encounter analyzed as part of this research showed a general progression of behaviors based on a pattern of responses and reaction, with three of the scenarios featuring a heavy focus on framing and narration of the encounter. In total, across all four recorded encounters and seven different speakers, there were 48 attention-seeking behaviors, 35 contextualizing behaviors, 6 positive compliance, and 16 negative compliance behaviors. These numbers will obviously have no context outside of the individual encounter they are displayed in, however it does highlight that attention-seeking and contextualizing behaviors were the most common across all encounters. The following section will address attention-seeking behaviors in more detail, and the final section in this chapter will address contextualizing behaviors, and how they relate to narrative and presentation.

3.2.1 Employee Engagement and Behavioral Escalation

Feelings of helplessness within a service encounter are an important consideration to make when looking at these attention seeking behaviors, with negative emotions and a perceived lack of power within the encounter leading to an increased desire for revenge (Obeidat et al. 2017: 507). The common resolution to this is direct engagement with individual situations, which is evident when analyzing the attention behaviors seen in each encounter. The focus for this analytical section is on the Jet Airways encounter, where many speakers are all vying for the attention of a single employee target. Prior research has shown that the level employee attention often has the highest effect on consumer perceptions of service quality (Bitner et al. 1990: 80-81). A situation like the Jet Airways encounter gives limited opportunity for the employee to engage individual consumer needs, which can enhance feelings of neglect, helplessness, or unfairness, and ultimately fueling future revenge behaviors. This, in turn, fuels a competitive atmosphere between consumers, leading to some of the more dramatic attention-seeking behaviors as seen in the Jet Airways encounter. In this encounter PaxMaRed, for example, demonstrates a positive compliance behavior after being engaged with EmpMa, but after losing this engagement, he demonstrates several negative compliance behaviors, including an outburst of profanity which constitutes an aggressive, direct revenge behavior.

Another example of the progression of attention-seeking behaviors comes in the Frontier Airlines encounter, where Pax1 repeatedly tries to gain the attention of the main employee target of the encounter, Emp1. After Emp1 acknowledges but does not assist Pax1, there is a rapid series of attention and compliance behaviors, ending with the threat at the 02:20 mark: “I recorded all of this. I’m going to send it to Frontier”. This threat is a direct revenge behavior made long after the one and only engaging remark made by Emp1 to Pax1. This in turn shows a de-escalation of attention-seeking behaviors, where Pax1 then ends the recording with a few minor contextualizing statements to other passengers.

The final example of behavioral escalation due to lack of employee engagement comes from the Indigo Airways, where the main passenger speaker, Pax, makes a repeated request for a written statement of why a flight is delayed, which is dismissed by the employee target, Emp. The entire encounter focuses on Pax's repeated attention-seeking behaviors, trying to make Emp engage on this particular issue of getting a written statement. Emp, however, does not budge, and as the request is repeated, so does its intensity. Early in the encounter, the request is followed by an explanation and rebuttal of Emp's reasons for noncompliance. Toward the end, however, the requests made by Pax are direct and without further explanation. This culminates in a final negative compliance behavior by Pax, who refuses to give his name to Emp after requesting his luggage be removed from the flight. Since it would be reasonable to assume that the passenger's name is necessary to complete the requested action, this constitutes a direct revenge with an obvious retaliatory intent, as it is clear that Pax then denies Emp his name in an attempt to disrupt the requested service operation.

3.2.2 Narration as Revenge

The classical idea of narration is one of a means of organizing information in order to create a shared understanding; in a visual, and more specifically in a digital sense, this definition comes with a newfound emphasis on experience and engagement (Valkola 2007: 13). As a rhetorical tool, narration is used to promote a specific point of view of real world events, swaying the audience to support the narrator. In three out of the four encounters reviewed in this thesis, there is strong evidence that the main passenger speaker is also the same individual who uploaded the recording of the encounter to YouTube. Also in these encounters, there is a much more prevalent focus on contextualizing statements, including spoken and textual narration, which serves to frame the encounter. This act of framing is the end result of a corrective pattern of behavior, which begins with a perceived unfairness or helplessness in the encounter (Gregoire & Fischer 2007: 248-249). The higher the perception of unfairness is, the more likely a public response to that unfairness will be (Balaji, Jha, and Royné 2015:

644-648). Focusing on the United Airlines and Indigo Airways encounters, where the main passenger speaker is directly engaged with the main employee target for the major duration of the encounter, the main speakers continually use contextualizing statements that present no new information within the encounter itself, but do clarify details for outside observers, such as viewers on YouTube. The textual overlays in the United Airlines video further support the observation of purposeful narration taking place. Providing and confirming seemingly obvious details regarding the situation at hand allows the main passenger speakers in these encounters to control the narrative of the encounter, address the balance of power, or fairness, within the encounter as a whole.

Recording these encounters goes beyond the situation at hand. In addition to the encounter itself being recorded, the fact that narration also occurs in conjunction with direct revenge behaviors suggests that a pre-planning of indirect revenge behaviors was already being conducted while the encounter was taking place. Existing models of consumer revenge behaviors such as the one proposed by Grégoire, Laufer and Tripp (2010: 741-752) do not provide a connection between direct and indirect behaviors, instead separating the two categories into clearly distinct groups. Analysis of the presentation and narration in these encounters however, suggest that indirect revenge behaviors are intrinsically linked to direct revenge behaviors. The figure below illustrates a revised pathway for consumer revenge behaviors taking into account the connection between direct and indirect revenge behaviors:

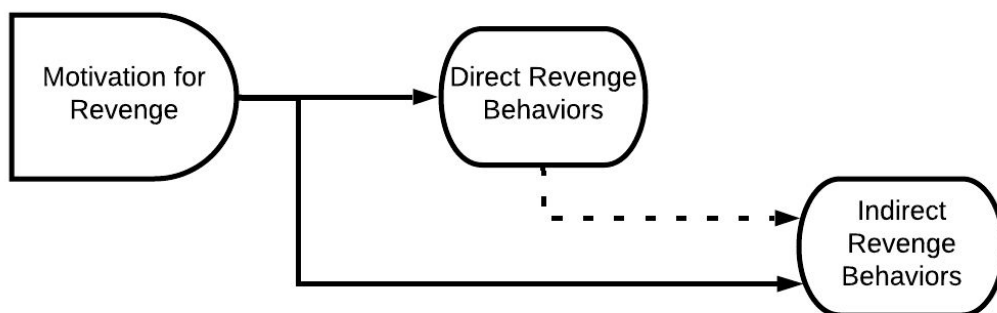


Figure 9. Revised Direct/Indirect Revenge Behavior Pathway

The motivation or desire for revenge constitutes an intention to carry out revenge against a firm in response to a perceived injustice, leading to a combination of direct and indirect behaviors. The direct arrow between motivation for revenge and indirect behaviors represents those consumers who bypass direct revenge and move directly to indirect revenge behaviors, typically the spreading of negative w-o-m online (Obeidat et al. 2007: 502). Within the scope of this thesis, it is not possible to fully confirm the link between direct and indirect revenge behaviors, primarily because all of the selected research material already comprises of an indirect revenge behavior. Validating this connection would involve observing direct behaviors in real-world service encounters, and then following up with those consumers after the fact in order to see if any indirect revenge behaviors later took place.

4 CONCLUSION

This final chapter will address limitations of this research, including a critique of the methodology, the scale and scope of the research including the choice to not address cultural differences as described by Zourrig et al. (2009), and the choice to limit the social media analysis conducted. Ethical considerations are taken into account in the second section of this chapter, which describes considerations made before conducting this research, largely based on the book by Mckee and Porter (2009) *The Ethics of Internet Research*. A final section on relevance to the industry will offer suggestions and motivations for continued research, as well as a few concluding remarks on the thesis as a whole.

4.1 Limitations of this Research

The main consideration when assessing limitations of this research involved the reliability of the methodology. Content analysis, while effective in analyzing these sorts of real-life situations, is inherently subjective by nature (Hseih and Shannon 2005: 1278). This requires a particularly large sample field in order to validate any findings, which raises the limitation of scale in the context of this research. Only four recorded encounters were analyzed over the course of this research, and while acceptable for the scope of an M.A. thesis, ideally a larger group of source material would be analyzed in order to provide greater analytical weight to observed patterns within the material. In addition to this, the fact that the research material is split half and half between two extremely different cultural groups also requires attention. The majority of research indicate clear differences in the way consumers from different cultural backgrounds react to service failures (Obeidat et al. 2017: 508). The scope of this thesis, however, chose to focus on revenge behaviors in a general sense, without consideration for these cultural factors. Zourrig et al. (2009: 997-1000) discuss a number of variations among different cultural groups within service encounters, including perception of harm and unfairness, presentation of emotions, and coping behaviors, which could be applied to

consumer revenge studies in a comparative sense. This represents a potential next step for the research conducted in the future.

The final limitation to be discussed reflects the dynamic nature of the internet, and social media as a whole. At the time of the approval of this thesis, the YouTube posting of the Frontier Airlines encounter had already been removed from the platform, with an empty “Video Unavailable” screen where the recording was once hosted. It is unclear who removed the post or why it was removed, but it nonetheless represents one of the primary challenges of doing internet research. As explained in the following section on ethical considerations, none of these recordings were produced outside the functionality of YouTube in compliance with the site’s own terms of service (YouTube 2010). Because of this, the recording itself, while still transcribed in enough detail to be properly referenced in the context of this thesis, is no longer publicly available. This once again, is acceptable within the context of this research, but would ultimately prove problematic if detailed analysis should be undertaken in the future using the same source material.

4.2 Ethical Considerations

The ethical considerations taken into account in conducting this research revolve around a number of common issues found in many areas of internet and social media-based research. The dynamic nature of the internet as well as the rapid advances in ICT make it difficult to develop a comprehensive ethical framework that covers the many niche fields of online research (McKee & Porter 2009: 31-36). Generally speaking however, the fundamental ethical question regarding this kind of research is the differentiation between what is considered public and what is considered private, and in which cases does informed consent for use of uploaded or posted material become necessary (McKee & Porter 2009: 77-79). While these binary opposites seem to define clear yes or no answers on whether or not material can be used without consent, the reality is that material posted online exists on a spectrum of assumed privacy based on accessibility.

In addition to this, the sensitivity of the information contained in the material also influences its usability.

Material uploaded on a social network like Facebook, for example, could be considered strictly private if the original poster uses the site's privacy settings to restrict access to the material, however, a user's limited technical ability may lead them to post material publically when it was intended to be private. This means that publically accessible material could fall into several different categories of ethical usability dependent on the viewer, and the intent of the original poster. Sensitive information posted publicly could fall under the realm of "privately public" material, while other material that is accessible by anyone, but hidden from public listing, could be considered "publicly private" (McKee & Porter 2009: 78). The YouTube videos analyzed as part of this research are very clearly intentionally posted publicly, which would answer the question of accessibility. The next step is to answer the question of information sensitivity, which can be accomplished from several different points of view. McKee & Porter (2009: 87-90) discuss a few key areas to consider when questioning whether the sensitivity of information presented in material uploaded to the internet could warrant the need for informed consent. These considerations relate to the author of the content, and ask the researcher to determine whether use of the material in question for research purposes could expose the author or persons depicted in the material to negative public exposure, ridicule, or embarrassment, or if use of the material would cause a disruption to the lives of individual authors, businesses, or the community as a whole.

Each video clip used in this research is considered from these perspectives, and has been chosen because it met the subject criteria for the actual research, and has also been determined to be publicly posted and intended for a public audience, while also containing no sensitive or potentially damaging information. From a privacy and information sensitivity standpoint, ethical consent is not necessary for the use of this material as part of the thesis. Final ethical considerations have been made considering the terms of service put forth by YouTube. These terms indicate permission for what

they call “use” of material published on the site as long as it is accessible through the functionality of the site itself, with the responsibility for ensuring intellectual property and copyright compliance being placed on the original uploader of the material (YouTube 2010). In order to ensure compliance with these terms, no part of the videos themselves will be reproduced outside of the features offered by the site, although links, descriptions, and transcriptions are included. Finally, all material is considered in compliance with applicable copyright law, and used as part of the research under the premise of fair use academic purposes.

4.3 Relevance to the Industry

This thesis reviews four cases of indirect complaint behavior, with the main implications being that consumers who experience a service failure during their air travel experience, will for the most part, not raise issue to anyone beyond the employee directly involved in the encounter (Singh 1990: 80). For those who do take their complaint action a step further, a general trend has been observed within the scope of this research that shows how narration is used during the encounter in order to frame its social media presentation, and also how the level of employee engagement can drive direct revenge behaviors within the encounter. Common business sense would dictate that increased customer satisfaction ultimately leads to increased financial performance.

² This makes it all the more vital for managers in this industry to properly manage failed service delivery before it turns into a out-of-control service failure. The generally accepted trend is that customers who make public complaints about service failures are doing so because they expect a response to their complaints, making it all the more important for companies to actively manage and engage with the kind of complaints analyzed in this thesis (Balaji, Jha & Royne 2015: 648-649), in order to mitigate the

² In a recent study of major US airlines, Gebremariam (2016) suggests the inverse of this: that the link between customer satisfaction and financial performance may not be as strong as previously thought, which opens an interesting area for future research into the link between consumer revenge and firm profitability, specifically within the airline industry.

potential damage done by revenge behaviors such as service disruption, or the spread of negative w-o-m.

In this digital age, the service encounter is increasingly shifting away from the traditional didactic relationship between salesperson and customer, towards a co-creation of value, with the roles played by all participants in the encounter shifting in a way that makes each interaction unique (Larivière et al. 2017: 239-240). Continued study is required to keep up with the constantly changing face of customer service as a whole, leaving the main takeaway from research such as this being the necessity of adaptability. As services technology becomes more and more advanced, managers will need to give their service employees the tools and competency to handle difficult service encounters with discretion, and to follow a service script that to this point, remains unwritten.

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Appendix 1. “Frontier Airlines Bad Customer Service” Video Transcript

“Frontier Airlines Bad Customer Service”

<https://www.youtube.com/watch?v=nYJ3K8PdsZc>

3:18min, 11,815 views (as of 30.10.17), 28 Likes, 15 Dislikes

Published by user: Jeffrey Williams on 25 October 2016.

Video Description:

I will never fly Frontier again. I accidentally tapped this ladies heels with my luggage before she charged me 60 dollars and denied me my flight. She also said she will call airport police on me for assault.

Speakers:

Emp1: Female Frontier employee

Emp2: Female Frontier employee

Pax1: Male. The main speaker of the video, presumably the user who uploaded the video.

Pax2: Female

Pax3: Male

Pax4: Female. Only passenger pictured in the video, all other speak from off camera.

Transcript:

[0:00][The video begins at the gate. Pax is filming Emp from in front of the service counter. Information on the board above the gate indicates that this is flight (F9)1111 to Las Vegas, the flight is indicated on time. There are several conversations going on in the background. Possibly between other Emp and Pax, or others]

[Emp1 is speaking with another pax off camera. Inaudible]

[0:03] Pax1: Do you know anything about flyfrontier.com, which I was not told about by this Frontier agent?

Pax2: I- I don't know. I'm very confused.

Pax1: Me too. Me too.

[0:14] [Emp1 returns to camera frame directly behind gate computer and begins using computer. Does not look up at camera or Pax1]

[0:19] Pax1: Now so if I go to flyfrontier.com I can pay for my bags and get on this flight?

[Emp1 continues working on computer, something comes out of printer and she retrieves it. Background conversations continue]

[0:30] Pax2: So I have only one carry-on, right?

Emp1: One carry on.

[Emp1 does not look in the direction of Pax1 or Pax2. Hands printed out material to someone off camera]

[0:38] Pax2: Ok. I just purchased it.

Emp1: What's your name?

[0:43] Pax2: Crystal [Redacted]. It's still loading.

[0:44] [Emp1 looks up in the direction of Pax2. Begins typing on computer]

[0:56] Pax1: [Inaudible]--I fly frontier

[1:00] Emp1: [Inaudible]

[More material is printed out, Emp1 continues working]

[1:04] Pax1 [To someone else off camera]: Yes me too, I got a connecting flight to Hawaii.

[Emp1 hands printed material to someone off camera]

[1:08] Pax2: Thank you.

[1:12] Emp1 [To someone off camera]: Now please go.
 [1:13] Pax1: Hi ma'am, I'm in line, you have my ticket--
 [1:15] [Emp1 returns to camera]
 [1:16] Emp1 [To someone off camera]: What's your name?
 [1:22] [Another employee enters the frame, asks for something. Emp1 and Emp2 converse inaudible. Emp1 continues working on computer while asking questions about baggage to someone off camera.]
 [1:44] Pax1: What can I do, ma'am?
 [1:45] Emp1: I'm gonna keep you here because I don't have time for that--anything you guys are doing to us--
 Pax1: --I'm trying to pay you--
 Emp1: --[Inaudible]
 [1:48] Pax1: --I'm trying to-- what did I do wrong?
 Emp1: [Inaudible] [Begins speaking with someone else off camera]
 [Many background conversations. Possibly Emp2 or others]
 [1:51] Pax1: What did I do wrong? I'm just trying to get to where I need to go so I can go home.
 [1:54] [Emp1 continues conversation with someone off camera while working on computer. Background conversations continue]
 [2:01] Pax1 [To someone else off camera]: I'm just trying to go home.
 [Emp1 leaves camera]
 [2:03] Pax1: I'll pay you whatever I need to pay you. What did I do wrong?--
 [2:07] Pax3: Relax.
 [2:10] Pax1 [Change in tone of voice indicating emotional display]: How can I relax this is my connecting flight.
 [2:14] Pax3: Ok.
 [Inaudible background conversations]
 [2:20] Pax1: I recorded all of this. I'm going to send it to Frontier. I-- did nothing wrong.
 [2:25] Pax3: Relax. [Inaudible]
 Pax1: [Inaudible]
 [2:31] Pax3: Man this is--[Inaudible]--we got ten people doing this.
 [2:39] [Camera is moved from service desk to view of jetway entrance and Emp2 scanning boarding passes of line of passengers. Emp1 can be seen in entryway of jetway]
 [2:44] Pax3 [To someone off camera]: No I'm trying to get her to make sure I get on this flight.
 [2:47] Pax1: That I paid for right?
 Pax3: Huh?
 Pax1: They have my money. I paid for this.
 [2:53] Pax4 [Standing in boarding line to Emp2]: Did you scan mine, ma'am? I'm not sure.
 [Emp2 does not respond as she walks from boarding line to off camera]
 [2:56] Pax1: They told me to come across the line.
 [3:00] Pax4: Did you scan mine, ma'am?
 [Emp2 does not respond]
 [3:07] [Pax1 approaches boarding line with camera. Most Pax have been scanned and entered jetway]
 [Background conversations regarding boarding process continue]
 [3:11] Pax3: Did you get them?
 [Pax1 is moving a piece of paper around in front of camera. He crumples it up and steps back from last Pax in boarding line]
 [3:18] [The video ends]

Appendix 2. Frontier Airlines Behaviors Frequency Table

Video Timestamp	Speaker	Description of Behavior	Prelim. Code	Encounter Attribute
	User	Posted video online		
	Pax1	Recorded service encounter		
:03	Pax1	"Do you know anything about flyfrontier.com, which I was not told..."	EOS/ASF	Contextualization
:19	Pax1	"Now so if I go to flyfrontier.com I can pay for my bags and get on this flight?"	EOS	Attention
:19 - 1:15	Emp1	Does not acknowledge Pax1		
01:04	Pax1	"Yes me too, I got a connecting flight to Hawaii."	EC/SS	Contextualization
01:13	Pax1	"Hi ma'am, I'm in line, you have my ticket-"	SC	Attention
01:44	Pax1	"What can I do, ma'am?"	SC	Attention
01:45	Emp1	Acknowledges but does not assist		
01:45	Pax1	"I'm trying to pay you"	SC	Compliance +
01:48	Pax1	"...what did I do wrong?"	COW	Attention
01:51	Pax1	"What did I do wrong?"	COW	Attention
01:51	Pax1	"I'm just trying to get to where I need to go so I can go home."	EI	Compliance +
02:01	Pax1	"I'm just trying to go home."	EC/EI	Attention
02:03	Pax1	"I'll pay you whatever I need to pay you. What did I do wrong?"	SC/COW	Compliance +
02:07	Pax3	"Relax."		
02:10	Pax1	"How can I relax this is my connecting flight."	EC	Contextualization
02:20	Pax1	"I recorded all of this. I'm going to send it to Frontier. I-- did nothing wrong."	A(T)/EI	Attention
02:25	Pax3	"Relax."		
02:31	Pax3	"Man this is--"-we got ten people doing this."	EC	
02:44	Pax3	"No I'm trying to get her to make sure I get on this flight."	EOS	Contextualization
2:47 - 2:53	Pax1	"That I paid for right?" "They have my money I paid for this."	SC/EC	Contextualization
02:56	Pax1	"They told me to come across the line."	SC/EI	Contextualization

Appendix 3. “Nasty United Airlines agent...” Video Transcript

“Nasty United Airlines agent treats father traveling with an infant poorly”

<https://www.youtube.com/watch?v=pxE6DPv5eU8>

3:09 min, 58,207 views (as of 02.11.17), Likes and Dislikes are hidden on this video.

Published by user: 4evaeva on 08 December 2016.

Video Description:

United Airline agent at Chicago's O'Hare international airport treated me and my child so nasty I decided to write a letter to complain but when I asked the agent for his name he behaved so irrationally and dishonestly I then decided to record the remainder of the incident.

Read the whole story here Click the link:

<http://www.4evaeva.com/blog/2016/12/8/njeidxn7ejkzcb20p59p4erj63s9z>

Speakers:

Emp1: Male United employee

Emp2: Female unknown employee

Emp3: Male unknown employee

Emp4: Female unknown employee

Pax1: Male. The main speaker of the video, and presumably the user who uploaded the video.

Pax2: Female

Transcript:

[0:00] [The video begins with a picture of a man holding an infant on an airplane. The top of the man's face is cut off but the infant is in full view wearing headphones and a pacifier. Text begins to scroll over the picture]

[Text scrolling over image] *Our flight was good but service leading to it was not.*

[0:04] [The image fades out to show a ticket counter, behind which Emp1,2,3,4 are visible. More text appears at the bottom of the frame]

[Text at bottom of video frame] *Chicago O'Hare Airport 12/7/2016 9:14am*

[0:06] Pax1: [Inaudible] --I asked for his name, and he won't gimme his--he won't gimme his name.

[Inaudible] He gon' get security.

[0:11] [Camera pans right to show Emp1 walking away, then pans back to ticket counter]

Pax1: Cause he don't wanna do his job.

[0:14] Pax2: What did you ask him?

[Text at bottom of video frame] *Agent refused to give his name and walks away.*

[0:15] Pax1: Trying for help to get-- to check--uh-- my car seat

Pax2: Oh

Pax1: And he didn't want to do it.

[Camera has been panning back and forth over the last several seconds, between Emp2,3,4 still behind the counter, and an empty work station next to them]

[0:21] [Camera focuses on Emp2,3,4]

Emp2: Where'd he go?

[0:23] Pax1: And he walked there, and you saw it now, what did I do?

[24] [Camera pans quickly to the left to show Pax2. She is down and away from the camera with her hand on her head]

[25] Pax1: Ma'am?

[26] [Pax2 raises her hands and shakes her head]

[27] Pax1: No what did I ask? [He makes a hand gesture towards Pax2]

[28] Pax2: His name.

Pax1: [Inaudible] for his name.

Pax2: He should have given you his name.

[31] Pax1: I asked for his name.

Pax2: Did you get his-- uh [Inaudible]

Pax1: No I didn't.

[Camera is panning quickly from left to right, showing lower front of ticket counter, indicating Pax1 is focusing camera on anything in particular at the moment]

[34] Pax1: And he refused to give me his name.

[38] [Frame cuts indicating that an unknown amount of time may have passed, as Emp2,3,4 are standing in different positions]

[39] [Inaudible conversation between Emp2,3,4]

[41] Pax1: What-- so I asked for his name and you [Inaudible]

[43] Emp3: [Inaudible]

Emp2: Well he just went-- to the back.

[46] Pax1: Yeah I see him. --But-- for me asking for his name. Now you saw that?

[51] [Camera pans up to show Emp2,3,4. Emp2 and Emp3 are looking in the direction of Pax1, Emp4 is farthest away and looking off into the distance]

[52] Pax1: Right?

[Emp2 nods]

[53] Pax1: Ok.

[55] [Frame fades out again indicating time has passed due to different positions of Emp2,3,4, who are now having a conversation with each other]

[58] Pax2: [Inaudible] --without even telling you what-- [Inaudible]

[1:00] Pax1: Right. And you-- and you just walked off. So now [Pax1 gestures towards Pax2, who is now seen in camera frame] you have a complaint.

[1:02] [Camera pans away from Pax2, back to Emp2,3,4, who are still having inaudible conversation]

[1:09] Pax2: Get your supervisor if it's an issue [inaudible]

[1:11] Pax1: Uh huh.

[1:13] [Text at bottom of video frame] *Several minutes later he returned without his name tag*

[1:14] [Emp1 walks quickly into frame behind empty workstation next to Emp2,3,4 who remain in conversation]

Emp1: Alright my [Inaudible] so somebody's gonna be over here to talk to you shortly

[1:17] Pax1 [Talking over Emp1]: No problem so all that for--

[1:17] Emp1: Because you can't take--

Pax1: [Inaudible]

Emp1 [Gesturing towards Pax1]: --You can't take pictures in the airport

[1:20] [Video pauses and text appears at bottom of video frame] *There is no law restricting pictures taking in the airport*

[1:25] [Previous text fades out and new text appears] *Also notice his I.D. Is flipped over.*

[1:30] [Video resumes. Text appears at bottom of video frame] *O'Hare Airport 12/7/2016*

Pax1: We'll see-- [Inaudible]

Emp1: You can't-- I'm telling you, you--

[1:32] Pax1 [Talking over Emp1]: What's your name?

Emp1: You cannot take--

[1:33] Pax1: What's your name?

Emp1: --You cannot take pictures of folks [Inaudible]

[1:35] Pax1: Fine. What's your name?

[1:35] Emp1: --You cannot stop me from helping the passenger, my friend

[1:37] Pax1: I just asked your name, sir.

[1:38] Emp1: You're disruptive-- and security is gonna come and assist you, ok?

[1:40] Pax1: I'm-- I just asked your name.

[Emp1 picks up phone]

[1:42] [Frame cuts. All Emps are in relatively same position indicating a negligible amount of time has passed]

[Emp1 is dialing phone]

[1:43] Pax1: [Inaudible] --gonna give your name?

[Emp1 does not respond]

[1:45] Pax1: Ok.

[1:48] [Frame cuts. Again, all are in relatively same position, indicating negligible time has passed]

[1:48] Pax1: You have a supervisor?

[1:50] Emp2 [Gesturing to Emp1]: Um-- we work for different companies.

[1:51] Emp1: Somebody's over-- already went to go get somebody, because--

[1:54] Pax1 [Talking over Emp1]: Who is [Inaudible] a supervisor?

[1:54] Emp1: --you're being disruptive

[1:55] Pax1: I just-- disruptive?

[1:56] Emp1: You've been-- you just [Inaudible] with somebody, you can't be disrespectful--

[1:58] Pax1: I said excuse me and I asked you for your name-- you're just-- you're the one that's being--

[2:01] Emp1: No, you're being really rude, my friend.

[Pax1 laughs. Camera pans to show Pax2]

[2:04] Pax1: Alright dude.

[2:05] [Frame cuts, but again, it appears little to no time has passed]

Pax1: I have a flight to catch. If I had time for the B.S. I'd stay, but, I got your [Inaudible]

[2:09] Emp1: But that's what you're doing though

[2:11] Pax1: All this because you don't wanna give me your name, you took your-- your name tag off--

[Emp1 begins speaking to someone on the phone]

[2:17] Pax1: And you took your name tag off?

[2:20] Emp1 [Emp1 takes phone away from his ear]: Do you have a personal problem with me, my friend?

[2:22] Pax1: Now I do.

Emp1: Ok. Because I'm a human being before I work--

[2:24] Pax1 [Talking over Emp1]: Now I do.

Emp1: --for United, ok?

[2:25] Pax1: Now I do.

[2:26] Emp1: I tried to assist you--

Pax1: Sir I just asked--

[2:27] Emp1 [Talking over Pax1]: You just need--

[2:28] [Emp1 and Pax1 are talking over each other, inaudible]

[2:29] Emp1: --I explained to you--

[2:30] Pax1: I just asked your name.

[2:31] Emp1: --Well when they get over here they can--

[2:33] Pax1 [Talking over Emp1]: Just tell-- just tell me your name. You don't want to give me your name?

[2:35] Emp1: Look you're not being--

[2:36] Pax1: --Just say-- Just say, no sir, I don't want to give you your name and I'll walk away.

[2:39] Emp1: I-- I'm not forced to respond to you, my friend.

Pax1: Just say, I don't want to give you your name.

[2:43] Emp1: --Cause you obviously don't have anywhere to go.

[Frame cuts again, same as other times. May indicate an error with the video file that was uploaded or the camera itself]

[2:45] [Text appears at bottom of video frame] *United Airlines customer service rep*

Pax1: I do.

Emp1: --That's-- That's apparent.

[2:46] Pax1: I'm gonna go right here.

[2:48] Emp1 [Speaking to someone on the phone]: Alright so again-- [Inaudible]

[2:56] Emp1 [Still on phone]: --this is ridiculous.

[2:57] Pax1: I-- [Inaudible] No name, sir-- Tell you what [Inaudible] still here about it.

[3:01] [Emp1 continues phone conversation. Does not respond to Pax1]

[3:03] [Frame fades out to still image of Emp1 at some point during the encounter. Text appears at bottom of video frame] *This gentleman should not be dealing with customers*

[3:09] [Video Ends]

Appendix 4. United Airlines Behaviors Frequency Table

Video Timestamp	Speaker	Description of Behavior	Prelim. Code	Encounter Attribute
	User	Posted video online with accompanying blog post		
	Pax1	Recorded service encounter		
:06	Pax1	"-I asked for his name, and he won't gimme his--he won't gimme his name."	EC/CC	Context
:11	Pax1	"Cause he don't wanna do his job."	ASF	Context
:14	Pax2	"What did you ask him?"	EC	
:14	User	Video text: <i>Agent refused to give his name and walks away.</i>		Context
:15	Pax1	"Trying for help to get--tocheck-uh--my car seat." "And he didn't want to do it."	EC/ASF	Context
:23	Pax1	"And he walked there, and you saw it now, what did I do?"	EC/COW	Context
:25 - 34	Pax1	"Ma'am?" "No, what did I ask?" "...for his name." "I asked for his name."	EC/CC	Context
:41 - :53	Pax1	"What-- so I asked for his name and you--" "--me asking for his name. Now you saw that?"	EC	Context
:58 - 1:11	Pax1	"And you-- and you just walked off. So now you have a complaint."	EC/CC	Context
01:13	User	Video text: <i>Several minutes later he returned without his name tag</i>	EC	Context
01:17	Emp1	"...somebody's gonna be over here to talk to you shortly" "... You can't take pictures in the airport"		Context
1:20 - 1:25	User	Video text: <i>There is no law restricting pictures taking in the airport. -- Also notice his I D. Is flipped over.</i>		Context
1:30 - 1:40	Pax1	"What's your name?" "What's your name?" "Fine. What's your name?" Repeats question two more times	RR	Attention
1:30 - 1:40	Emp1	"You cannot take--" "--You cannot take pictures of folks" "You cannot..."		
1:43 - 1:48	Pax1	"--Gonna give your name?" "You have a supervisor?"	RR/ESC	Attention
1:54 - 2:04	Pax1	"I just-- disruptive?" "I said excuse me and I asked you for your name-- you're just-- you're the one that's being--"	EI/A	Compliance +
02:05	Pax1	"Alright dude."	TI	Compliance -
02:09	Emp1	"But that's what you're doing though"		
2:11 - 2:17	Pax1	"All this because you don't wanna give me your name, you took your-- your name tag off" "And you took your name tag off?"	TI	Attention
02:20	Emp1	"Do you have a personal problem with me, my friend?"		
02:22	Pax1	"Now I do."	CC/A	Compliance -
2:22 - 2:26	Emp1	"Ok. Because I'm a human being before I work--" "--for United, ok?"		
2:22 - 2:30	Pax1	"Now I do."	RR/CC/A	Compliance -
02:30	Pax1	"I just asked your name."	EI	Context
2:31 - 2:39	Pax1	"--just tell me your name. You don't want to give me your name?" "... Just say, I don't want to give you your name."	RR/A(DE)	Attention
2:39 - 2:43	Emp1	"I'm not forced to respond to you, my friend." "--Cause you obviously don't have anywhere to go."		
02:45	User	Video text: <i>United Airlines customer service rep</i>		Context
02:46	Pax1	"I'm gonna go right here."	SNC	Compliance -
02:57	Pax1	"--No name, sir-- Tell you what -- still here about it."	ASF/SNC	Compliance -
03:03	User	Video text: <i>This gentleman should not be dealing with customers</i>		Context

Appendix 5. “Worst ever customer service...” Video Transcript

“Worst ever customer service by Jet Airways at Mangalore Airport.”

<https://www.youtube.com/watch?v=mrWLEUezw54>

4:08 min, 12,803 views (as of 06.02.2018), 13 Likes 8 Dislikes.

Published by user: Gilbert Pinto on 02 January 2017.

Video Description:

[This Video has no Description]

Speakers:

EmpMa: Male employee

EmpFe: Female employee standing behind counter.

EmpMa2: Second Male Employee

PaxFeBlue: Female wearing blue shirt.

PaxMaRed: Male wearing red shirt.

PaxMaWhite: Male wearing white shirt.

PaxMaBlue: Male wearing blue shirt.

PaxMaGreen: Male wearing green shirt. He is briefly shown recording EmpMa with a cell phone

PaxMaGlasses: Male with glasses.

PaxMaOrange: Male wearing orange shirt with glasses.

PaxMaStripes: Male wearing a striped green shirt.

PaxMaBrown: Male wearing brown shirt.

PaxUn1..2..3..etc.: Unidentifiable male speaker in the crowd only distinguishable by voice. Numbers will be added to indicate a new speaker.

Transcript:

[0:00][The video begins with a view a what appears to be a gate area. One employee is visible in the back, but there is a large crowd of passengers, mostly males, and at least one other person is recording the situation on their phone. Many background conversations between passengers]

[0:03] PaxFeBlue: Yeah these people-- look at the service they are providing.

[0:08] [The camera shifts to the left to show another crowd forming around EmpMa as he speaks with several passengers at once. Inaudible crosstalk]

[0:11] PaxFeBlue: Not even a glass of water is given-- [inaudible]

[0:12] [A man begins shouting at EmpMa, camera moves closer to this second group]

[0:22] [Inaudible background conversations continue, camera shifts over to service counter where PaxRed is standing in front of EmpFe]

[0:27] PaxMaRed [To Emp2]: We can book via Bombay?

[0:28] EmpFe: We will be--

[0:30] PaxMaRed: But we don't want-- [Inaudible] --go Bombay.

[0:33] EmpFe [To a passenger off camera]: Just one minute sir.

[0:34] PaxMaWhite [Who is holding up a phone as if taking a photo or recording of the two employees]: No-No-No why one minute? [Inaudible]

[0:35] PaxMaWhite: Why one--[Inaudible]

PaxMaWhite: Why one minute?

[0:37] PaxMaRed: --Well maybe you don't wanna fly?

PaxMaGlasses [Pointing at EmpMa]: See if you-- if you want to cancel it actually you should-- you should give us the proper [Inaudible]

[1:42] PaxMaRed [Raising voice and talking over PaxMaGlasses]: Why are you giving the wrong information?
PaxMaGlasses: When you are going to leave from here?
[1:44] EmpMa: It is not wrong information-- [Inaudible]
[1:46] PaxMaRed [Talking over EmpMa]: Gentleman, you are giving a time to the departure. Now you are saying this is cancelled.
[1:50] EmpMa: It's cancelled because of weather-- it's still not--[Inaudible]
[1:52] [Multiple speakers including PaxMaGlasses, PaxMaRed, and PaxMaWhite all begin speaking at once, raising their hands to either point or gesture. EmpMa continues speaking] [Inaudible crosstalk]
[1:54] PaxMaGlasses [Talking over multiple other inaudible speakers]: Don't talk about the weather-- Please-- Please don't talk about the weather.
[1:55] [Inaudible crosstalk continues. EmpMa2 walks into view and stands behind EmpMa and EmpFe]
PaxMaOrange: --There is no weather condition
[1:59] [Inaudible crosstalk begins to die down]
[1:00] PaxMaGlasses: Don't talk about weather.
PaxMaRed [Talking over PaxMaGlasses]: The flight cancelled--
PaxUn1: [Talking over PaxMaRed]: How come Air Express went then?
PaxMaRed [Continues talking]: --due to weather.
[1:03] PaxMaOrange [Crosstalk]: --Express uh--
PaxMaRed: --ok we are flying at [Inaudible due to crosstalk] time, huh? We wanna fly-- three of us--
[1:04] EmpMa: [Inaudible]
[1:06] PaxMaGlasses [Talking to PaxMaRed over all]: Air India has gone already.
[Inaudible crosstalk]
[1:10] PaxFeBlue: My friend, if the weather in Sharjah is bad, you could have diverted to-- [Inaudible]
[1:13] PaxMaOrange [Crosstalk]: --Express-- ten minutes before [Inaudible]
PaxUn1: Yeah--
[1:14] EmpMa: [Inaudible] --ordered me to Abu Dhabi-- [Inaudible]
[Inaudible crosstalk]
[1:18] PaxMaOrange [Crosstalk]: --We are going Sharjah not Abu Dhabi, we are going-- [Laughs]
[Inaudible crosstalk. The camera pans away from the counter to show a large crowd of passengers]
[1:24] PaxMaOrange: We are going Sharjah, not Abu Dhabi.
[Crosstalk continues]
[1:26] PaxMaRed: --air traffic control [inaudible] --the person I spoke to--
[1:28] [Crosstalk continues. EmpMa is looking at an unidentifiable passenger who is speaking inaudibly]
[1:29] PaxMaRed [Speaking over crosstalk]: --the weather is completely ok. [Inaudible]
[Inaudible crosstalk continues]
[1:34] EmpMa: [Inaudible] [EmpMa gestures with his hands attempting to silence crosstalk]
[Inaudible crosstalk begins to die down]
[1:36] EmpMa: --If you can just calm down, you need to cancel your-- [Inaudible]
[1:39] PaxMaGlasses [Talking over EmpMa]: No, no before that you should confirm
[1:41] PaxUn2 [Crosstalk]: --We are not cancelling
PaxMaGlasses: [Inaudible]
[1:42] EmpMa [Crosstalk]: Sir we-- we are rebooking sir. We are rebooking at the-- [Inaudible] here we can't do anything sir.
[PaxMaWhite begins speaking with EmpFe in another language]
[1:46] PaxMaGreen [Speaking over EmpMa]: Ok-- if-- if --if I've--if I make the booking [Inaudible]
[1:49] EmpMa [To PaxMaGreen]: Yes.
PaxMaGreen [Camera turns to show PaxMaGreen recording EmpMa with a cell phone]: I want to-- uh [Inaudible] go from two hundred kilometers. You will pay these charges?
EmpMa: Sir you just come here-- [Inaudible]
[1:55] PaxMaGreen: First you tell me. [Talking over EmpMa, who is speaking inaudibly] I want to make cancel-- I want to go two hundred kilometers from here.
[1:59] EmpMa [Crosstalk with PaxMaGreen]: Sir-- you come-- and you come-- [Inaudible]
PaxMaGreen: You will pay these charges? Go and come back?

[2:03] EmpMa [Crosstalk with PaxMaGreen]: --there is no point in-- here I cannot do anything.
PaxMaRed [Talking over EmpMa]: But what is--[Inaudible due to crosstalk from PaxMaGreen]
--designation with Jet Airways.
EmpMa [Responding to PaxMaRed]: I am the customer service officer.
[2:08] PaxMaRed: Call a manager. We don't want to talk to you. Call your manager.
EmpMa: [Inaudible]
[2:11] PaxMaRed [Raises voice]: Call your manager.
PaxMaOrange: I know right-- right now [Inaudible]
PaxMaRed [Stepping away from counter as if to walk away]: Fuck.
PaxUn3: Where is the manager?
[2:15] PaxMaRed [Turning back towards counter, speaking to EmpMa over crosstalk from many speakers]: This is-- this is a daily routine on Jet Airways right now.
[2:18] [Inaudible Crosstalk. Several inaudible conversations in the background]
PaxMaRed: We are fed up with this-- Air Express-- Air India Express, ok? This is a daily routine of Jet Airways right now.
EmpMa: [Inaudible]
[2:24] PaxMaRed [Talking over EmpMa]: Man, I came with Jet Airways. Same situation.
PaxUn3: Yeah yeah-- same.
PaxMaRed: Same situation.
[2:27] [EmpMa begins speaking with an unidentifiable passenger to his right. PaxMaRed continues speaking]
[2:30] PaxMaRed: The first day-- [Inaudible] --the same situation. Where the problem [Inaudible] --airport.
[2:34] [While PaxMaRed is speaking, EmpMa is showing something on the computer screen to the unidentifiable passenger. EmpMa continues speaking with other passengers before directing his attention to PaxMaRed]
[2:40] EmpMa: The aircraft is stuck in Muscat.
PaxMaRed: We don't wanna deal with you. You know?
[2:43] EmpMa: I understand--
[2:44] PaxMaRed: [Inaudible] --same day I was in Sharjah airport.
PaxMaOrange: [Inaudible]
[2:48] PaxMaRed: --Half the people-- who was with me.
EmpMa: Ok.
PaxMaRed: [Inaudible]--of us. Jet Airways. But it was the same problem.
[2:55] PaxMaGlasses [To PaxMaRed over EmpMa]: Tomorrows-- tomorrow's flight also they cancelled.
EmpMa: Tomorrow is not cancelled.
PaxMaGlasses: Tomorrow they cancelled the flight actually--
[2:59] PaxMaRed [To EmpMa over PaxMaGlasses]: Then why-- why are--
PaxMaGlasses [Crosstalk]: --already sent the mail. [Speaking to EmpMa] Tomorrow you cancel the flight.
[3:02] [Inaudible crosstalk]
[3:03] PaxMaOrange: Only Mangalore, Sharjah, Jet Airways is the problem.
PaxMaRed: Call your manager. Please.
[Inaudible crosstalk between EmpMa, PaxMaRed, and PaxMaBlue, who is standing next to EmpMa]
[3:07] PaxMaOrange: Remaining all service are-- --directly.
EmpMa [To PaxMaRed]: Sir-- sir--
PaxMaRed: Call your manager.
[3:11] EmpMa: [Inaudible]--come the manager is [Inaudible]--
PaxMaRed: Na-- Man ask the manager to come to here--
[Crosstalk]
[3:14] PaxMaOrange: Come here--here--here. Ask him to come here
[Inaudible crosstalk between multiple speakers]
[3:21] PaxMaRed [Over crosstalk to EmpMa, who is speaking with PaxMaStripes]: We-- we are three hundred people. More than three hundred people.

[3:25] PaxUn4: Make a solution.

[PaxMaRed turns and walks away from the counter]

PaxUn5: Yes we are cancelling but--[Inaudible]--what [inaudible] a solution. [Inaudible]

[3:30] [EmpMa continues talking with another unidentifiable passenger on the side while crosstalk continues]

PaxMaBrown: But why you are cancelling-- what we do? I want to go-- emergency-- I want to go [Inaudible]

[3:34] EmpMa [To PaxMaBrown]: Sir we are--

PaxMaBrown [Talking over EmpMa]: My-- [Inaudible]--

PaxMaStripes: What option--

PaxMaBrown: What option-- tell me--

[3:37] [Inaudible crosstalk]

[EmpMa continues speaking with PaxMaBrown]

[3:42] PaxMaGreen: Why are you sending all people to upstairs-- you ask [Inaudible]

EmpMa [To PaxMaGreen]: First you come out sir, you put a cancel on your seal on the passport--

[3:50] [Inaudible crosstalk from multiple speakers]

[3:54] PaxUn3 [Over crosstalk]: We are not leaving until you give us a solution.

EmpMa: The solution, sir-- we have to rebook sir.

[3:56] PaxUn3: So when?

[3:58] EmpMa [Over crosstalk]: --So then they give you-- I cannot give you--

PaxMaStripes: Before you rebook--[Inaudible due to crosstalk]

[4:01] PaxMaGlasses [Over crosstalk]: Before--before--before we come there, you give us-- [Inaudible due to crosstalk]

PaxUn3 [Over crosstalk]: Why did you check us in?

[4:06] PaxMaGreen [Over crosstalk]: We don't want to [Inaudible]--cancelled. I want to bring--

[The video ends abruptly at 4:08]

Appendix 6. Jet Airways Behaviors Frequency Table

Video Timestamp	Speaker	Description of Behavior	Prelim. Code	Encounter Attribute	Code
	User	Posted video online			
	Camera Person	Recorded service encounter			
:03	PaxFebBlue	"Yeah these people-- look at the service they are providing."	EC	Attention	EC
:11	PaxFebBlue	"Not even a glass of water is given--"	EC/ASF	Context	EC/ASF
:27 - 30	PaxMarRed	"We can book via Bombay?" "But we don't want--go Bombay"	EC/IO	Compliance -	EC/IO
:34 - :37	PaxMarWhite	"No-no-no why one minute?" "Why one minute?"	IO	Compliance -	IO
:37	PaxMarRed	"--Well maybe you don't wanna fly?"	IO	Context	IO
:37	PaxMacClasses	"--if you want to cancel it actually you should-- you should give us the proper--"	IO	Attention	IO
:42	PaxMarRed	"Why are you giving the wrong information?"	IO	Attention	IO
:42	PaxMacClasses	"When are you going to leave from here?"	A/DE/IO/EC	Context	A/DE/IO/EC
:44	EmpMa	"It is not wrong information--"			
:46	PaxMarRed	"Gentleman, you are giving a time to the departure. Now you are saying this is cancelled."	EC/IO	Context	EC/IO
:50	EmpMa	"It's cancelled because of weather-- It's still not--"			
:54	PaxMacClasses	"Don't talk about the weather-- Please-- Please don't talk about the weather."	A/DE	Compliance -	A/DE
:55	PaxMacOrange	"--There is no weather condition"			
:01:00	PaxMacClasses	"Don't talk about weather."	A/DE	Compliance -	A/DE
:01:00	PaxUn1	"How come Air Express went then?"	IO	Context	IO
:1:00 - 1:03	PaxMarRed	"The flight cancelled -- due to weather--" "...ok we are flying at --time huh? We wanna fly-- three of us--"		Compliance +	
:01:10	PaxFebBlue	"My friend, if the weather in Sharjah is bad, you could have diverted to--"	IO	Attention	IO
:01:14	EmpMa	"--ordered me to Abu Dhabi--"			
:1:18 - 1:24	PaxMacOrange	"--We are going to Sharjah not Abu Dhabi, we are going--" Repeats, laughs.	IO/TT	Attention	IO/TT
:1:26 - 1:29	PaxMarRed	"--air traffic control -- the person I spoke to--" "--the weather is completely ok."		Context	
:1:34 - 1:42	EmpMa	"--If you can just calm down, you need to cancel your--"			
:01:39	PaxMacClasses	"No, no, before that you should confirm"	IO/SNC	Compliance -	IO/SNC
:01:41	PaxUn2	"--We are not cancelling"	SNC	Compliance -	SNC
:01:42	EmpMa	"Sir we-- we are rebooking sir." "...--here we can't do anything sir."			
:01:46	PaxMacGreen	"--if I make the booking"	SC	Attention	SC
:01:49	PaxMacGreen	"... I want to-- go from two hundred kilometers. You will pay these charges?"	EC/EOS	Attention	EC/EOS
:1:55 - 1:59	PaxMacGreen	"First you tell me, I want to make cancel--" "...You will pay these charges? Go and come back?"	EC/EOS	Attention	EC/EOS
:02:03	EmpMa	"... There I cannot do anything."			
:2:03-2:08	PaxMarRed	"But what is--designation with Jet Airways."	EC	Attention	EC
:02:11	PaxMarRed	"Call a manager. We don't want to talk to you. Call your manager." Repeats	A/DE/IO	Compliance -	A/DE/IO
:02:11	PaxMarRed	Walks away from encounter, profanely	A	Compliance -	A
:02:11	PaxUn3	"Where is the manager?"	SS	Attention	SS
:2:15 - 2:24	PaxMarRed	"--this is a daily routine on Jet Airways right now." "We are fed up with this--" "Same situation"	EC	Attention	EC
:02:24	PaxUn3	"Yeah yeah-- same."	SS	Context	SS
:02:30	PaxMarRed	"The first day-- the same situation. Where the problem-- airport."	EC	Attention	EC

Video Timestamp	Speaker	Description of Behavior	Prelim. Code	Encounter Attribute
02:40	EmpMa	"The aircraft is stuck in Muscat."		
02:40	PaxMaRed	"We don't wanna deal with you. You know?"	SNC	Compliance -
2:44 - 2:48	PaxMaRed	"-same day I was in Sharjah airport." "-half the people-- who was with me."	EC	Context
02:55	PaxMaGlasses	"--tomorrow's flight also they cancelled."	EC	Context
02:55	EmpMa	"Tomorrow is not cancelled."		
02:59	PaxMaGlasses	"Tomorrow they cancelled the flight actually--"	EC	Context
02:59	PaxMaRed	"Then why-- why are--"		Attention
02:59	PaxMaGlasses	"--already sent the mail. Tomorrow you cancel the flight"	EC	Context
3:03 - 3:07	PaxMaOrange	"Only Mangalore, Sharjah, Jet Airways is the problem."		Attention
3:07 - 3:11	PaxMaRed	"Call your manager." "Na-- Man ask the manager to come to here--"	A(DE)	Compliance -
03:14	PaxMaOrange	"Come here--here--here. Ask him to come here"	A(DE)	Compliance -
03:21	PaxMaRed	"--we are three hundred people. More than three hundred people."	EC	Context
03:25	PaxUn4	"Make a solution."	A(DE)	Attention
03:30	PaxMaBrown	"But why you are cancelling-- what we do? I want to go--emergency-- I want to go--"		Attention
03:34	PaxMaStripes	"What option--"	RR	Attention
03:34	PaxMaBrown	"My--" "What option--tell me--"	RR	Attention
03:42	PaxMaGreen	"Why are you sending all people to upstairs-- you ask"		Attention
03:54	PaxUn3	"We are not leaving until you give us a solution."	A(T)/SNC	Compliance -
03:54	EmpMa	"The solution, sir-- we have to rebook sir."		
03:56	PaxUn3	"So when?"		Attention
03:58	PaxMaStripes	"Before you rebook--"	SNC	Compliance -
04:01	PaxMaGlasses	"--before we come there, you give us--"		Attention
04:01	PaxUn3	"Why did you check us in?"	IO	Attention
04:06	PaxMaGreen	"We don't want to--cancelled. I want to bring--"		Attention

Appendix 7. “Indigo Airlines Customer Service” Video Transcript

“Indigo Airlines Customer Service”

<https://www.youtube.com/watch?v=bHXgbNksffM>

2:14 min, 26,300 views (as of 06.02.2018), 66 Likes, 93 Dislikes.

Published by user: Deepesh K Tiwari on 29 January 2017.

Video Description:

Indigo Flight number 6E 5409 from Indore to Delhi on 01st Dec 2016 was delayed by 4hrs. There were absolutely no announcements and the ground staff was so unprofessional and abusive. Mr [Name redacted] told me "jo ukahdna hai ukahd le"

Speakers:

Emp: Male employee.

Pax: Male passenger and person recording the video.

PaxUn: Unidentifiable male passenger speaking off camera. It is unclear whether he is attempting to participate in the exchange or not.

Transcript:

[0:00] [The video begins with a view of the airline employee in an unidentifiable area of the airport. The camera is fairly close to the employee, as only the employee's face and upper body are visible in the frame]

Emp: Sir--

[0:01] Pax: I am-- you are being recorded. I am recording you--

Emp: Sir-- uh-- first of all I-- [Emp puts his hand over the camera] Sir--

Pax: --you are being recorded--

[0:06] Pax: You cannot-- [Pax pushes his hand off and steps away. Emp steps away from Pax]

[0:07] Emp: --cannot record me.

Pax: Yes, I am recording you.

[0:08] Pax [As Emp tries to stay out of the camera frame. Pax follows]: --because you are--you are a--you--

Emp: Sir-- [Inaudible]

[0:11] Pax: Yes. You are a person from Indigo who is not even able to respond to anything.

[Emp walks away from camera then turns back around]

[0:15] Pax: This is the customer service-- we have been waiting here for--

[0:17] Emp: Sir--

Pax: --four hours

[0:19] Emp: --I have been informed we have--

Pax [Talking over Emp]: Have you made any announcement?

[Emp is still talking but inaudible due to crosstalk from Pax]

[0:21] Pax: Can you please-- can you please tell me why this flight is delayed for four hours?

[0:24] Emp: [Inaudible]--sir please check with any of these passengers--

Pax [Still talking over Emp]: Can you-- can you please--

[0:27] Emp: [Inaudible]--has been announced--

Pax: Can you please-- tell me why this flight is delayed for four hours?

PaxUn [Off camera, it is unknown if he is speaking to either Pax or Emp]: What is the--what is the harm in-- giving that up?

[0:30] Emp: It has been traffic congestion since morning, you know this is [Inaudible]

[34] PaxUn: [Inaudible]

[35] Pax: Can you give me-- in writing because--

Emp: Sir-- that is--

[36] Pax: --I am-- I-- I-- I am going to lose more than one leg on international travel because-- you are saying there's a traffic congestion where there is nothing in Delhi as per my information-- there is no fog in Delhi. You are been saying that there is a fog in Delhi--

[49] Emp: Definitely.

Pax: --absolutely no announcement. I just want it in writing.

[52] Emp: Sir there is not [Inaudible]--

[54] Pax [Talking over Emp]: --there is not it in format-- I'm not asking for any format--

Emp: --I can get you-- I can get you my customer relations--

[58] Pax: No-- I cannot-- I am not--I am not willing to talk to the customer relations, I am willing to talk to you.

[1:03] Emp: I just--uh--advise you though, that same reason which has been given, the arrival flight has-- [Interrupted by Pax] --been delayed

[1:07] Pax [Talking over Emp]: Can you give me that reason in writing?

[1:09] Emp: No sir. I cannot--

Pax: Why cannot you give me that reason in writing?

[1:11] Emp: Sir --filing [Inaudible] complaints you have to-- via channels-- it is via customer-- [Inaudible due to crosstalk from Pax]

[1:15] Pax: Via channels? Is there anyone here who can entertain that-- the customer request?

[1:19] Emp: I am telling you, sir--

Pax: --You are telling me what?

[1:21] Emp: I am advising you-- the procedure-- written procedure which you wanted--

[1:26] Pax [Talking over Emp]: I want--

Emp: --you have to [Inaudible] a written complaint because uh--

[1:27] Pax: --you are the one telling me that the flight is delayed because of weather reasons.

[1:30] Emp: Yeah, this is the same which has been-- all over [Inaudible]

[1:34] Pax: --Can you get that to me in writing?

Emp: No I cannot give it to you in writing.

[1:39] Pax: Why you can't give it to me in writing?

Emp: This is not-- not a -- [Inaudible] format [Inaudible]

[1:42] Pax [Talking over Emp]: I'm not asking for a format I am just asking for a single line that this flight is delayed for four hours because of weather reasons.

[1:47] Emp: Definitely sir.

Pax: As per Indigo ground staff in Indore.

[1:49] Emp: Indigo ground staff, [Name redacted] is my name-- [Name redacted] is my name.

[1:52] Pax: I just want it in writing.

Emp: There is not it in format sir, I have already told you that-- regarding that.

[1:57] Pax: I'm not asking for a format I am asking for a single line.

Emp: There is-- no-- there is no single line-- there is no [Inaudible]

Pax: Ok.

Emp: --I can give now.

[2:03] Pax: In that case, I'm not going. My-- my luggage is on the flight-- can you please take it out so I can decide to go tomorrow--

[2:10] Emp: Definitely sir.

Pax: --or the day after.

Emp: May I know your uh--

[2:11] Pax: No I cannot give it to you.

[2:13] Emp: Sir how can I get your baggage--

Pax: That is--

[The recording is stopped at 2:14]

Appendix 8. Indigo Airlines Behaviors Frequency Table

Video Timestamp	Speaker	Description of Behavior	Prelim. Code	Encounter Attribute
	User	Posted video online		
	Pax	Recorded service encounter		
:01 - :07	Pax	"--you are being recorded. I am recording you--" Repeats	EC	Context
:01 - :07	Emp	"Sir--"--cannot record me."		
:08 - :15	Pax	"You are a person from Indigo who is not even able to respond to anything."	EC	Context
:17 - :19	Emp	"Sir--" "I have been informed we have--"		
:21	Pax	"--can you please tell me why this flight is delayed for four hours?"	EC	Attention
:24	Emp	"--sir please check with any of these passengers--"		
:24 - :27	Pax	"--can you please--" "--tell me why this flight is delayed for four hours?"	EC	Attention
:27	PaxUn	"--what is the harm in-- giving that up?"		
:30	Emp	"It has been traffic congestion since morning, you know this is"		
:35	Pax	"Can you give me--in writing because"		Attention
:36	Pax	"I am going to lose more than one leg on international travel... " "as per my information..."	EC	Context
:49	Emp	"Definitely."		
:49 - :54	Pax	"--absolutely no announcement. I just want it in writing."	EOS	Attention
:54	Emp	"Sir there is not--" "--I can get you my customer relations--"		
:58	Pax	"--I am not willing to talk to the customer relations, I am willing to talk to you."	SNC	Compliance -
:01:03	Emp	"... the same reason which has been given, the arrival flight has--been delayed."		
:1:07 - :1:09	Pax	"Can you give me that reason in writing?"	RR	Attention
:01:11	Emp	"Sir-- filing--complaints you have to--via channels--it is via customer--"		
:01:15	Pax	"Via channels?" "Is there anyone here who can entertain that-- the customer request?"		Attention
:01:19	Emp	"I am telling you, sir--"		
:1:19 - :1:26	Pax	"--You are telling me what?" "I want--"	RR/A(DE)	Attention
:01:27	Pax	"--you are the one telling me that the flight is delayed because of weather reasons."	EC	Context
:01:30	Emp	"Yeah, this is the same which has been-- all over"		
:01:34	Pax	"--Can you get that to me in writing?"	RR	Attention
:01:34	Emp	"No I cannot give it to you in writing."		
:1:39 - :1:42	Pax	"Why you can't give it to me in writing?"	RR	Attention
:01:42	Pax	"I'm not asking for a format I am just asking for a single line that this flight is delayed..."	RR	Attention
:01:49	Emp	"Indigo ground staff... " "...is my name."		
:01:52	Pax	"I just want it in writing."	RR/A(DE)	Attention
:1:52 - :1:57	Emp	"There is not it in format sir, I have already told you that-- regarding that."		
:01:57	Pax	"I'm not asking for a format I am asking for a single line."	RR	Attention
:02:03	Pax	"In that case, I'm not going. My-- my luggage is on the flight-- can you please take it out..."		Attention
:02:10	Emp	"Definitely sir." "May I know your uh--"		
:02:11	Pax	"No I cannot give it to you."	SNC	
:02:13	Emp	"Sir how can I get your baggage--"		Compliance -